

GLEN EIRA CITY COUNCIL

ANNUAL REPORT

2022–2023



BENTLEIGH • BENTLEIGH EAST • BRIGHTON EAST • CARNEGIE • CAULFIELD • ELSTERNWICK
GARDENVALE • GLEN HUNTLY • MCKINNON • MURRUMBEENA • ORMOND • ST KILDA EAST



GLEN EIRA
CITY COUNCIL



ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

Glen Eira City Council acknowledges the Boonwurrung/ Bunurong and Wurundjeri Woi Wurrung peoples of the Kulin Nation as Traditional Owners and Custodians, and pays respect to their Elders past, present and emerging. We acknowledge and uphold their continuing relationship to land and waterways. Council extends its respect to all Aboriginal and Torres Strait Islander peoples.

Council honours the rich histories and cultures of First Nations peoples and recognises and values the important contribution of Aboriginal and Torres Strait Islander peoples in enriching our community.

We support the Uluru Statement from the Heart and are committed to a *Reconciliation Action Plan* which is underpinned by the principles of self-determination. We work towards improved outcomes and long-term generational change, and to consolidate Glen Eira as a culturally safe place for Aboriginal and Torres Strait Islander peoples. We are committed to achieving equality for Aboriginal and Torres Strait Islander people to live healthy and prosperous lives and to improve life outcomes for current and future generations.

Glen Eira resides on country that always was, and always will be, Aboriginal land.

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REPORT OF OPERATIONS

GESAC Welcome Wall mural by Bayley Mitsud | Merinda-Gunya

This piece represents the Bunurong Peoples of the Kulin Nations ongoing cultural connection to the Country that GESAC is located on.

Glen Eira 2040 Community Vision

The *Glen Eira 2040 [Community Vision](#)* was developed through deliberative community engagement with a Citizen's Panel and describes what our community values and aspires to for the future of the Glen Eira municipality. The *Community Vision* guides strategic planning and decision-making for the future of Glen Eira, which we report back to our community on through our *Annual Report*. Our *Community Vision* statement is:

Our Glen Eira: A thriving and empowered community working together for an inclusive and sustainable future

Our *Community Vision* is supported by six guiding principles:

- We work together
- Planning for community resilience
- Inclusive and healthy community
- Maximise and diversify our green and natural spaces
- We are proactive in meeting challenges and innovate using evidence-based methods
- Promote and develop our creative potential, celebrating our diverse identities through art and other cultural expression

About this report

This *Annual Report* demonstrates our commitment to deliver our *Council Plan* and respond to our *Community Vision*. It provides a transparent update on our performance and promotes awareness of the facilities, programs and services we provide to our community.

The [Local Government Act 2020](#) (the Act) requires every council in Victoria to prepare an annual report each year. The Mayor must present the report at a Council meeting by 31 October following the end of the financial year. The report consists of three sections:

- **Report of operations** including a progress update on the delivery of our *Council Plan* and the major initiatives set out in our 2022–23 *Annual Budget*; and results of our *Council Plan* strategic indicators results;
- **Performance Statement** including prescribed performance indicator results; and
- **Financial Statements** reporting our financial performance against our budget.





“Creating enhanced open space that supports recreational, health and wellbeing benefits for our community now and for years to come is important. That is what the redevelopment of the Carnegie Memorial Swimming Pool — our most ambitious project to date — will deliver. Works began this year to this community icon. Its redevelopment is an intergenerational investment that will be one of the most environmentally sustainable pools in the world, once open.”

GLEN EIRA CITY COUNCIL CHIEF EXECUTIVE OFFICER REBECCA MCKENZIE AND MAYOR COUNCILLOR JIM MAGEE AT THE PRINCES PARK PLAY SPACE OFFICIAL OPENING

Welcome

Mayor and CEO overview

Welcome to our *Annual Report* for the financial year ended 30 June 2023. This report helps us to be accountable to our community for how we managed public funds and resources during the year to provide valued community services and implement the [Glen Eira Council Plan 2021–2025](#). In the *Annual Report*, we reflect on our major achievements, as well as how we responded to ongoing challenges.

Council Plan progress in 2022–23

Through our annual *Council Plan Action Plan*, we set 48 actions to deliver in 2022–23 as we work towards delivering the promises we made in the *Glen Eira Council Plan 2021–2025*. In 2022–23, we achieved 35 out of the 48 actions outlined. Of the 13 items not delivered, four were outside of Council's control and six are well progressed.

For information on our performance see [Council Plan progress 2022–23](#).

Advocacy

One of our most important roles is to advocate for what matters to our community. Advocacy is where we publicly voice our support for projects and policies to other levels of government, peak bodies, industry and non-government groups, and community advocacy groups.

This year, we advocated for Council's *Priority Advocacy Projects 2022–2023*, which we endorsed in May 2022. We advocated for:

- funding for community assets and infrastructure, such as to support the redevelopment of the Carnegie Memorial Swimming Pool;
- funding to support the development of new open space for Glen Eira;
- funding and policy commitments to support urgent and tangible climate action in Glen Eira, progressing toward
- our target of zero net Council emissions by 2025, and for our community by 2030; and
- funding commitments to improve the transport network to ensure safe, accessible and sustainable transport options for our community.

We also advocated for other community priorities, such as:

- rooming house reform to increase minimum standards and protect residents;
- gambling reform to ease the burden caused by health, relationship, emotional, psychological, work, study and criminal harms;
- reforms to the state planning system, such as better collaboration with the local government sector, minimum climate change commitments and mandatory implementation by the Victorian Civil and Administrative Tribunal (VCAT) of local planning policy; and
- for the Victorian Government to fairly fund the *School Crossing Supervision Program*, which is meant to be funded 50/50 with the state.

With cost shifting from other levels of government costing Glen Eira close to \$19 million a year, we partnered with other local councils, peak bodies, such as the Municipal Association of Victoria and industry groups, to call for a review of the long-term sustainability of local government. Our leadership led to the establishment of a Victorian parliamentary committee inquiry into local government funding and services, due to take place in 2023–24. We also welcomed the Victorian Auditor-General's Office's announcement it would investigate the long-term sustainability of local government in 2023–24.

We advocated to all candidates for Bentleigh, Caulfield and Oakleigh electorates and for the Southern Metropolitan Region during the November 2022 Victorian state election campaign. We secured funding commitments for the projects that matter to our community. The re-elected Labor Government committed \$3.5 million for projects in Glen Eira, including \$3 million to construct a new pavilion at Mackie Road Reserve, Bentleigh East, \$250,000 to upgrade lighting at Koornang Park, Carnegie and \$250,000 to upgrade lighting at Lord Reserve, Carnegie.

For more information on how we advocate for our community see [Strategic Direction 1 — Well informed and transparent decisions and highly valued services](#).

Community engagement

Engaging with our community is critical to ensuring the decisions we make reflect the goals and aspirations outlined in the *Glen Eira 2040 Community Vision*. Our community has told us that representative and genuine engagement is a vital element of building trust as we work together to plan for future challenges.

During 2022–23, we consulted with the community 22 times on a variety of projects through drop-in sessions, community surveys, questionnaires, feedback submissions and virtual public forums.

Our Community Engagement Advisory Committee continued to provide valuable guidance and advice to support us to engage effectively with the community. In 2023, we appointed 18 members to form a new committee, following the completion of the previous committee's two-year term. This committee will help us to ensure we continue to improve and refine our approach to community engagement.

For more information on engagement at Glen Eira or to get involved visit our [Have Your Say](#) website.

Open space and recreation

Open spaces and recreation facilities are important to our community's health and wellbeing. It is vital that public spaces can be used for a variety of purposes.

This year, we continued to deliver on our promise to provide more public open space, by acquiring four parcels of land located in Ames Avenue, Carnegie and Oakdene Crescent, Carnegie in line with Council's *Open Space Strategy*. The purchase of these properties will extend active and passive recreation opportunities for the community.

We completed the new Lord Reserve Pavilion, which opened in February 2023. We designed the new pavilion to provide accessible, gender-inclusive facilities, a social area and to serve as the home of Glen Eira Junior Soccer Club and Carnegie South Cricket Club. We also upgraded the playspace at Princes Park, Caulfield South, adding new play equipment, an upgraded basketball area and new skateable surfaces, as well as a netball area, training zones and fitness equipment.

The revitalised Eat Street made a grand debut at the Bentleigh Festival in November 2022, providing a great opportunity for the community to see the public open space being used to support socialising, shopping, outdoor dining and community activities. The Eat Street project reimaged the public space areas occupied by the rotunda and plaza to the south of Centre Road areas.

We started work to transform the Carnegie Memorial Swimming Pool into a new year-round aquatic and leisure facility that will be one of the most environmentally friendly and sustainable centres in the world. The project – Council's biggest ever – will deliver a climate resilient facility with a 6 Star Green Star rating, low energy operations and maximum water efficiency.

As part of our *Philanthropic Partnerships Policy*, we accepted donations from the Community Bank Caulfield Park for a Sensory Playspace in Caulfield Park and automatic external defibrillators in Caulfield North and Elsternwick. We also accepted donations from Zionism Victoria for the Israel 75 Peace Garden outside Glen Eira Town Hall. Our philanthropic partnership agreements can be found on our [website](#).

For more information see [Strategic Direction 2 — Access to well designed and maintained open spaces and places](#).

Managing development and growth

Planning helps the City of Glen Eira deliver on our vision to build a more liveable, sustainable, inclusive and prosperous City. In November 2022, we adopted our *Housing Strategy* — our plan to accommodate future growth in our residential areas. As our population grows and household structures become more diverse, we need to ensure there is capacity in the number and diversity of residential dwellings in our City to meet the changing needs of our community.

We continued with our structure planning program to ensure future development and land use in our City is appropriate. We aim to secure permanent planning controls by proposing amendments to our planning scheme. To help achieve this aim, we adopted the *Carnegie Structure Plan* in August 2022 and the *Caulfield Structure Plan* in September 2022. Planning controls are now being drafted to progress planning scheme amendments.

We also completed a series of heritage and open space related amendments, which increased the open space levy developers are required to contribute from 5.7 per cent to 8.3 per cent (Amendment C218), secured a Heritage Overlay to two heritage precincts as well as individual places in Elsternwick (Amendment C204), and further heritage protection for 25 places and four precincts across the municipality through our Post-War and Hidden Gems project (Amendment C214).

In May 2023, we adopted our *Placemaking Strategy* to guide us in the way we collaborate with the community to ensure our activity centres are appealing, resilient and serve their needs now and into the future. This objective is supported by our *Street Design Guidelines* adopted in March 2023.

For more information see [Strategic Direction 3 — A liveable and well-planned City](#)

Sustainability

In 2022–23, we continued to take great strides towards achieving the goals laid out in *Our Climate Emergency Response Strategy 2021–2025 | Dhumbali Wurrungi-biik Parbin-ata*, which commits Council to reduce our corporate emissions, help our community be more resilient to extreme weather events and other impacts of climate change, and support residents and businesses to create a more sustainable Glen Eira.

We endorsed the *Glen Eira Circular Economy Plan 2022–2026* in October 2022. The *Plan* sets out how Glen Eira can move to a more sustainable way of using resources. We have already started delivering on the *Plan*, as we strive to keep materials in use for as long as possible, by using recycled materials in our major projects, while supporting our community to reduce waste to landfill.

We've continued to act as a leader in reducing greenhouse gas emissions from councils and communities. We are lead council for the Victorian Energy Collaboration, where 51 Victorian councils have collaborated to source 100 per cent of

their electricity from renewable energy generated by Victorian wind farms. We are also cutting our emissions in other ways, such as transitioning our vehicle fleet of cars, trucks and even ride-on lawn mowers to fully electric operation.

In 2022–23, we launched our *Electrify Everything* campaign, which promotes the transition from gas to renewable energy, provides direct links to government rebates and supports residents to create a personalised *Go Electric Plan* for their household. We also supported a wide range of community organisations to undertake their own sustainability events and initiatives, connected residents to programs such as *Solar Savers*, which provides direct assistance to residents wishing to install solar panels, and launched the *Sustainability Champions* program, which builds the capacity of participants to develop sustainability projects and engage their local community.

We also adopted a planning scheme amendment that improves the sustainability of new commercial and multi-residential developments. The amendment was approved by the Minister for Planning and gazetted into the *Glen Eira Planning Scheme* on 20 April 2023.

For more information see [Strategic Direction 4 — A green and sustainable community](#).

Community wellbeing

We opened the Bentleigh Library and Youth Hub in October 2022 with a wonderful and inclusive day of community celebration. The old Bentleigh Library has been transformed into a welcoming and accessible library with additional, purpose-built facilities for our Youth Services team.

The Hub's design focused on creating a friendly space where young people feel welcome, a programming space in the children's area for activities and *StoryTimes* and a separate quiet space for reading and study. Library services have been very popular at the Hub since the opening, alongside successful services for young people, such as access to programs, training and skills development to support mental health and wellbeing as well as providing opportunities to connect with the wider community.

We also delivered a range of activities across the year to connect and celebrate our diverse community. As part of the Seniors Festival in October, we hosted an afternoon tea at the Rippon Lea Estate that was attended by more than 100 seniors and 40 carers and delivered two life stage planning information sessions, where the community had the opportunity to learn more about powers of attorney and guardianship.

A *Come and Try* day was held at Glen Eira Sports and Aquatic Centre on 7 December where 300 participants explored various sporting activities for people with disability. Our *Disability Awareness in Schools* program visited three primary schools where 150 students participated in understanding more about barriers people with disability face daily in a fun and interactive way.

We also launched the Chatty Café program in May 2023. The program provides a safe and relaxed environment for people to meet, talk and connect with one another.

For more information see [Strategic Direction 5 — A healthy, inclusive and resilient community](#).

Key challenges

Since the bounce back from COVID-19 lockdowns, workers are negotiating for more competitive and flexible employment offers. Combined with a downturn in migration, this has contributed to a tighter job market.

Like many councils and other businesses across Victoria and Australia, we experienced skills shortages when filling internal positions as well as contracting external roles, especially in construction. Our maintenance, renewals and reactive works program, as well as new project construction was hampered by limited and delayed supply of materials and escalating costs.

We expect material shortages and supply challenges to eventually resolve, but this is unlikely to happen over the next financial year. We are also not immune from Australia's high inflation, which has impacted households and businesses. Every project we put out to tender last year came in at 10 to 20 per cent above what we had planned for before inflation really took hold. While inflation was at above six per cent, council rates will be capped by the Victorian Government at just 3.5 per cent in 2023–2024 — 0.5 per cent below the Essential Services Commission's rate cap recommendation.

The Victorian Government's policy of free kinder for children aged three and four increased demand on Council's community kindergartens, while cost shifting added to financial pressure. Outdated funding models see us funding 70 per cent of the cost of services like maternal and child health services. The Victorian Government committed to increasing funding for the *School Crossing Supervision Program* to 50 per cent, while the Victorian Government is meant to fund half, this increase was only for a single year and will quickly go back to just 30 per cent in future years. While councils collect only 3.8 per cent of taxes, we manage one-third of the nation's infrastructure.

Finally, cybersecurity presents an ever-growing challenge through increasing sophistication and variety of hacking methods and scams. Protecting our digital and information assets requires strong staff awareness, learning from our peer councils and partners across the sector and continuously strengthening our defences.

Future outlook

Like families and businesses everywhere, Council isn't immune to the impacts of rapid inflation and rising costs. We need to take action now and not push the challenges down the road or wait for our much-needed services to become too expensive to offer. In 2022–23, we took a detailed look at our financial position to genuinely understand the pressure we're under and what it means for us now and in the long term. We sought expert, independent advice and have taken an honest look at what we deliver, what we want to deliver and when we can deliver it.

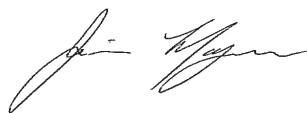
We're planning now because if we don't, we'll be facing very different choices in five or 10 years. We're acting to reduce the impact on our services, infrastructure, staff — and most importantly — our community. We're making responsible choices, so we can keep delivering sustainable services for the long term.

Our community will be an important part of this conversation. In 2023–24, we will share information about these challenges openly and transparently and seek out a diverse range of views on how we can ensure a financially sustainable future Glen Eira. We will do this in a number of ways to seek the community's direction on the steps we should take.

At the same time, under the *Local Government Act 2020*, all metropolitan councils must move to single-councillor wards before the next Council elections in 2024. A formal review will take place in 2023–24 to decide the number of councillors; number and structure of wards; and ward boundaries and names. Getting this change right is not just important to Council — it's vital to good governance and delivering our *Community Vision*. Council will actively advocate for the electoral structure that achieves good governance, local representation and balance for our City.

While we undertake this work, the business of Council won't stop. We have many exciting projects that will continue. For example, construction is underway for the new Carnegie Memorial Swimming Pool — our biggest-ever capital project — and on track for completion in time for summer 2024. The new year-round aquatic and leisure facility will be one of the most environmentally friendly and sustainable centres in the world. It will be designed and constructed to a 6 Star Green Star rating with a focus on climate resilience, low energy operations and maximum water efficiency.

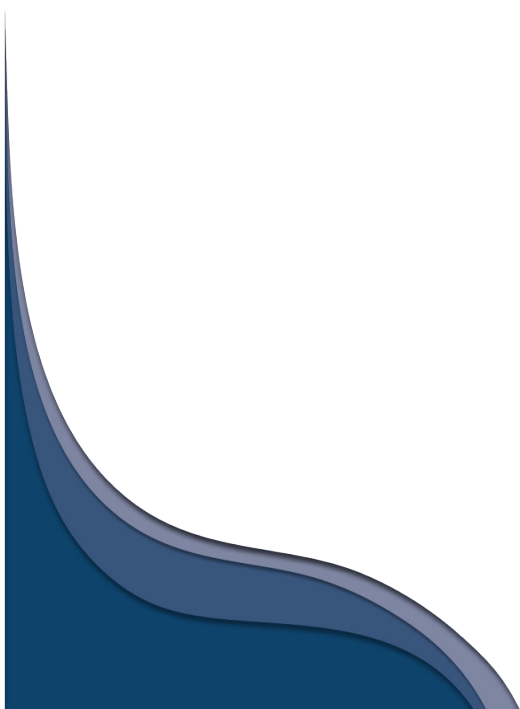
We look forward to continuing to deliver for and engage with our community on these topics and many more in 2023–24.



Cr Jim Magee
MAYOR



Rebecca McKenzie
CHIEF EXECUTIVE OFFICER





CARNEGIE LIBRARY
LIBRARY AND COMMUNITY CENTRE



The City of Glen Eira

PURPOSE

We exist to provide services, facilities, support and advocacy for the benefit and wellbeing of the municipal community, including residents, ratepayers, businesses, community groups and visitors.

VALUES

At Glen Eira, our values support us to provide great customer service. Our five key values are:

- Collaboration — working better together
- Respect — being understanding and considerate
- Service excellence — delivering for our customers
- Integrity — being open and honest
- Innovation — expressing ideas and adding value

COUNCIL OFFICES

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Caulfield South, 3162

Main website: www.gleneira.vic.gov.au

See the back cover for the full listing of Glen Eira City Council websites.

A City and its people

LOCATION AND FEATURES

The City of Glen Eira covers 39 square kilometres located on the traditional lands of the Yaluk-ut Weelam clan of the Boon Wurrung peoples¹ but there is also believed to be a minor degree of crossover with the Wurundjeri Willam clans of the Woi Wurung language people. The Boon Wurrung, Bunurong, and the Wurundjeri Woi Wurung are three of the five language groups that make up the larger nation of the Kulin Nation. This nation is connected through shared moieties — Bunjil, who travels as an eagle, protecting the land and Waa and who travels as a crow, protecting the waterways. Yaluk-ut Weelam means ‘people of the river’. The city is named after two local landmarks — Glen Eira Road and Glen Eira Mansion. Glen Eira Road is a major thoroughfare that dates back to the mid-1800s.

Prior to European settlement, the natural environment was characterised by wetlands, rich in native plants and wildlife. The landscape of the municipality has altered vastly since European colonisation; the swamps were developed into public parks, including Caulfield Park, Koornang Park and Lord Reserve. The modern Glen Eira features many heritage buildings, including mansions such as Ripponlea House and Gardens, and Labassa, which are both managed by the National Trust and are open to the public. Glen Eira is also home to Caulfield Racecourse, which was included in the Victorian Heritage Register from February 2023.

Our suburbs include Bentleigh, Bentleigh East, Carnegie, Caulfield, Caulfield East, Caulfield North, Caulfield South, Elsternwick, Gardenvale, Glen Huntly, McKinnon, Murrumbeena, Ormond and part of Brighton East and St Kilda East.

HISTORY

After European colonisation, the land was governed by two municipal areas called Caulfield and Moorabbin. Our City was created in 1994 when the former City of Caulfield merged with several suburbs from the former City of Moorabbin

1857	Caulfield Roads Board established
1862	Moorabbin Roads Board established
1913	City of Caulfield proclaimed
1934	City of Moorabbin proclaimed
1994	City of Glen Eira formed from the amalgamation of the City of Caulfield and the northern section of the City of Moorabbin
1997	First Glen Eira City Council election

¹ On 1 July 2021, the Victorian Aboriginal Heritage Council awarded Registered Aboriginal Party (RAP) status to the Bunurong Land Council Aboriginal Corporation and the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation.

OUR DIVERSE COMMUNITY

Glen Eira's population of 151,548² is made up of 59,792³ households from more than 160 different cultural backgrounds. Glen Eira is also the cultural home of Melbourne's Jewish community.

Diversity

- 37.0 per cent of our residents were born overseas.
- Other than English, the most common languages spoken at home are Mandarin (5.6 per cent), Greek (3.6 per cent), Russian (3.1 per cent), Hebrew (2.1 per cent) and Hindi (1.2 per cent).
- 31.8 per cent of residents identify as Christian, with the most practised Christian religions being Catholicism, Anglicanism and Eastern Orthodoxy.
- 37.4 per cent of residents nominated no religion in the 2021 Census.
- 17.2 per cent of residents identify their religion as Judaism.
- 7,161 residents (4.8 per cent) have a disability requiring daily assistance with life tasks.
- 21.4 per cent of the population is aged 60 years and over.

Table 1 Glen Eira's population by selected subcategory 2021⁴

Description	Glen Eira		Greater Melbourne
	Number	%	%
Males	72,223	48.5	49.2
Females	76,690	51.5	50.8
Aboriginal and Torres Strait Islander peoples	413	0.3	0.7
Australian Citizens	122,668	82.4	81.1
Eligible Voters (Citizens Aged 18+)	94,674	63.6	62.2

Table 2 Glen Eira's service age groups 2021⁵

Description	Glen Eira		Greater Melbourne
	Number	%	%
Babies and pre-schoolers (0–4)	7,772	5.2	5.9
Primary schoolers (5–11)	12,566	8.4	8.7
Secondary schoolers (12–17)	10,949	7.4	6.9
Tertiary education and independence (18–24)	12,590	8.5	8.9
Young workforce (25–34)	22,436	15.1	16.0
Parents and homebuilders (35–49)	32,295	21.7	21.5
Older workers and pre-retirees (50–59)	18,476	12.4	11.9
Empty-nesters and retirees (60–69)	14,400	9.7	9.5
Seniors (70–84)	13,457	9.0	8.6
Elderly (85 and over)	3,979	2.7	2.0
Total population	148,920	100.0	100.0

2 Source: Australian Bureau of Statistics, estimated resident population for Glen Eira Local Government Area as of 30 June 2022 and Australian Bureau of Statistics, *Census of Population and Housing 2021*.

3 Source: Australian Bureau of Statistics, *Census of Population and Housing 2021*.

4 Source: .id (informed decisions) selected subpopulation categories 2021.

5 Source: .id (informed decisions) community profile age structure – service age groups 2021.

Households

With a diverse range of housing, we are home to a range of age groups and life stages. In 2021, there were 59,792 households in Glen Eira. One-person homes make up 27.3 per cent of our households, compared to 23.7 per cent across greater Melbourne.

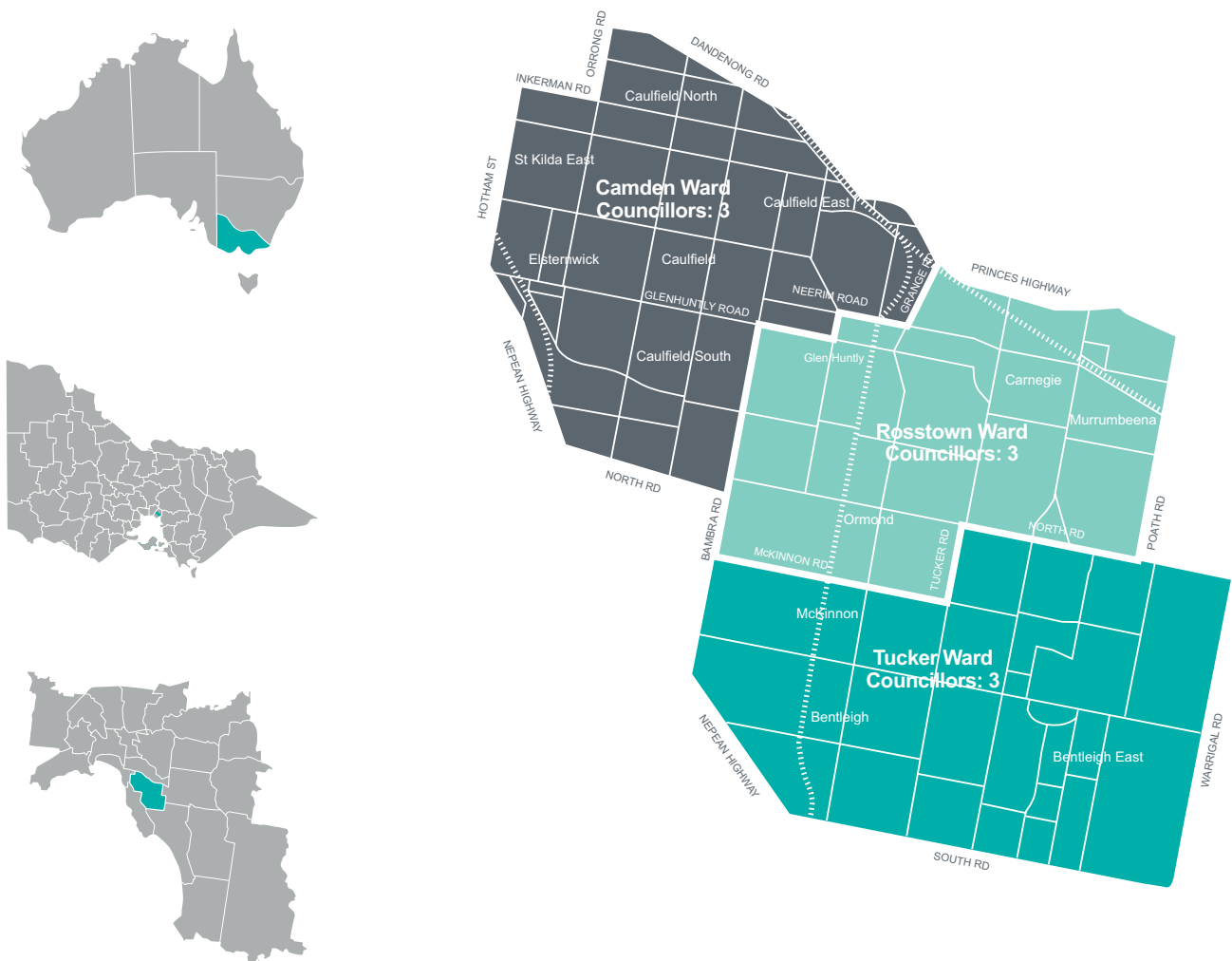
We have a smaller proportion of families with children than greater Melbourne. One and two-parent families make up 40.3 per cent of our households, compared to greater Melbourne's 43.3 per cent.

The most common household types in Glen Eira were couples with children (31.8 per cent) followed by lone-person households (27.3 per cent).

We average 2.4 people per household.⁶

Employment

79,623 people living in Glen Eira in 2021 were employed. 60 per cent worked full-time and 34 per cent worked part-time.⁷



⁶ Source: .id (informed decisions) household summary and household type 2021.

⁷ Source: .id (informed decisions) employment status 2021.

Our Council

Our Councillors

Glen Eira consists of three wards — Camden, Rosstown and Tucker — each of which has three Councillors.

At the time of the most recent local government election in 2020, there were more than 34,000 people enrolled to vote in each ward.



OUR COUNCILLORS IN THE COUNCIL CHAMBER, GLEN EIRA TOWN HALL.

LEFT TO RIGHT: CR SIMONE ZMOOD, CR DAVID ZYNGIER, CR ANNE-MARIE CADE, CR SUE PENNICUIK, CR JIM MAGEE, CR LI ZHANG, CR MARGARET ESAKOFF, CR TONY ATHANASOPOULOS AND CR SAM PARASOL.

Our Councillors

CAMDEN WARD



Cr Sam Parasol OAM JP

Elected: 24 October 2020

Cr Parasol OAM has been a Camden Ward resident for over 40 years. Family is very important to Cr Parasol who is married and has three married sons and eight grandchildren.

Cr Parasol is passionate about people and our whole community, and has had an unwavering commitment to volunteering for most of his life. He is a company Director and ran a successful business for many years.

After establishing a local Community Bank, Cr Parasol was the honorary Chairman for more than 10 years and remains a Director, having generated close to \$3 million for the local community.

One of Cr Parasol's passions is sport, where he served as an administrator and competitor and has represented Australia 15 times in international games.

Cr Parasol has a keen interest in gardens, architecture, the arts, theatre and connecting with people young and old.

Cr Parasol has a Bachelor of Economics (Monash University) and is a Fellow of the Justice of the Peace — Royal Victorian Association of Honorary Justices.

E: sparasol@gleneira.vic.gov.au

M: 0466 372 822



Cr Simone Zmood

Elected: 24 October 2020

Cr Zmood is serving her first term on Council. Cr Zmood grew up in Glen Eira and is a long-term resident of the Camden Ward. She has found the area to be a wonderful place to live and raise her family.

Cr Zmood is a management consultant and has years of governance, strategy and financial experience with large companies, start-ups, not-for-profits and community groups in more than 20 industries.

Cr Zmood is passionate about building on Glen Eira's strengths to further enhance the opportunities for locals to have healthy and deeply satisfying lives within our municipality, supported by appropriate services and facilities, and an inclusive, well-connected community.

E: szmood@gleneira.vic.gov.au

M: 0466 469 776

CAMDEN WARD



Cr Dr David Zyngier

Elected: 24 October 2020

Cr Zyngier has worked in education for over 35 years, in schools and in university teacher education. He has a Doctorate of Philosophy in Education. Cr Zyngier has been married for 47 years and has three children and five grandchildren.

Cr Zyngier volunteers for the Ardoch Foundation, as a school facilitator for the anti-bullying foundation Courage to Care, and delivers meals to residents in Glen Eira for the Father Bob Maguire Foundation.

Cr Zyngier is a founding member of the Glen Eira Emergency Climate Action Network. As a Greens Councillor, he works to ensure Council upholds its commitment to carbon neutrality and increasing open green space for public use. Cr Zyngier takes an

active interest in the *Caulfield Racecourse Reserve Land Management Plan*, alternative transport, youth and diversity, heritage values and environmental sustainability.

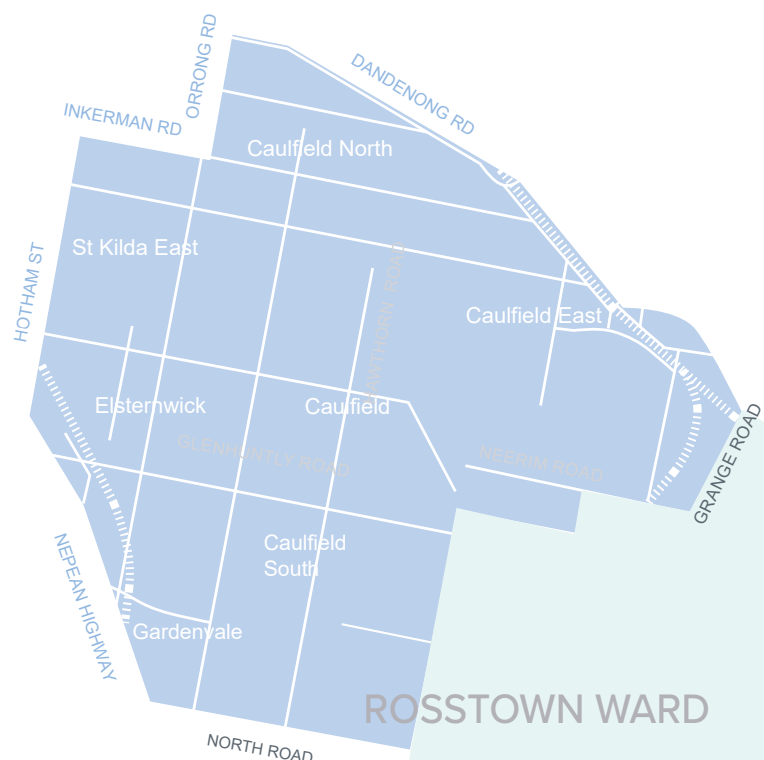
Cr Zyngier has strong connections to the Camden Jewish community as former principal of a Jewish school, an active member of his synagogue, Kehilat Nitzan, an advocate of Jewish LGBTIQA+ rights and a member of the Jewish Climate Network.

Strengthening community wellbeing, transparency and openness and ensuring residents' voices are heard in decision-making are important to Cr Zyngier.

E: dzyngier@gleneira.vic.gov.au

M: 0427 319 018

CAMDEN WARD



ROSSTOWN WARD



Cr Tony Athanasopoulos

Elected: 24 October 2020

Cr Athanasopoulos is serving his second term. He was first elected to Council in 2016 and was Mayor in 2018.

Cr Athanasopoulos was born of two migrant parents from Greece and Italy. They worked hard to give their three boys the life they envied and taught them the importance of service.

Cr Athanasopoulos works in Carnegie, running a family business with his wife Katherine. He has a son and daughter.

Cr Athanasopoulos imagines a world where people inspire and nurture each other to achieve excellence. He wants to use this vision to enhance our City and ensure we keep providing the best facilities and services.

Cr Athanasopoulos has a Certificate III in Hairdressing and a Certificate IV in Hairdressing and Training and Assessment.

E: Tathanasopoulos@gleneira.vic.gov.au

M: 0466 372 816



Cr Margaret Esakoff

Elected: 24 October 2020

Cr Esakoff is serving her sixth term on Council. She served as Mayor in 2005, 2007, 2011, 2020 and 2021, and as Deputy Mayor in 2008 and 2010. She devotes her time to her voluntary work in addition to Council.

Cr Esakoff is a long-time Glen Eira resident, having attended school in Rosstown Ward, and has lived there almost all her adult life. She is married with two children and three grandchildren.

Cr Esakoff has experience in business administration, having run a small business with her husband, and has worked in the publishing, advertising and radio and television industries.

Cr Esakoff is committed to improving your quality of life. She believes in strong community involvement and takes a keen interest in all community issues.

E: Mesakoff@gleneira.vic.gov.au

M: 0407 831 893

ROSSTOWN WARD



Cr Sue Pennicuik

Elected: 27 April 2022

Cr Pennicuik was elected to Council by the Victorian Electoral Commission countback to fill an extraordinary vacancy and was sworn in on 3 May 2022.

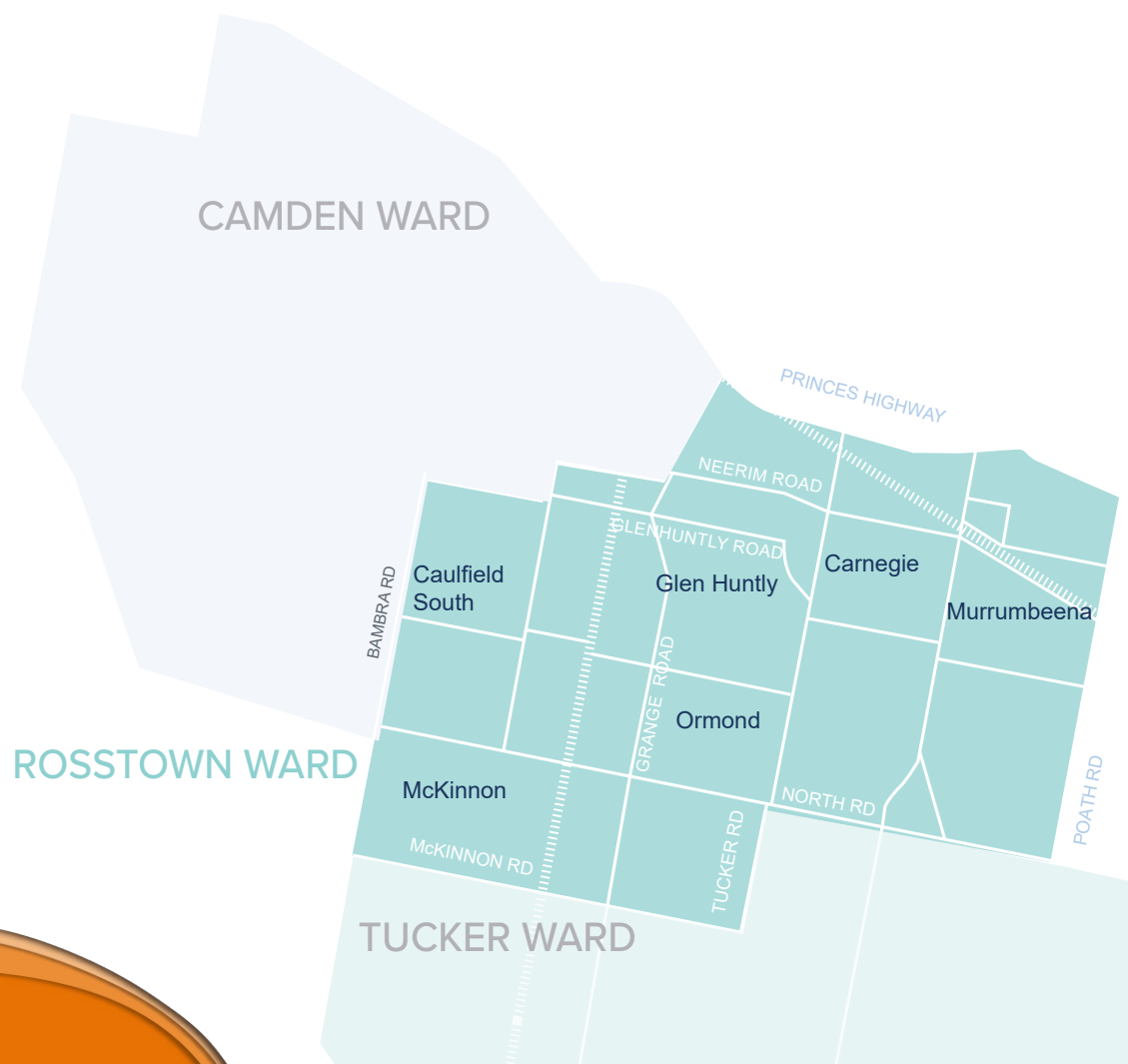
She was a state MP for the upper house Southern Metropolitan Region for 12 years and held various portfolios, including Arts, Education, Employment, Justice, Consumer Affairs, Sport, Tourism, LGBTIQ+ and Animal Welfare. Before entering parliament, Cr Pennicuik worked in a variety of fields, including education and training, retail, hospitality, fitness and occupational health and safety. Cr Pennicuik has Bachelors of Arts and

Applied Science, a Diploma of Education, and a Masters in Environmental Science.

Cr Pennicuik's priorities for Council include working with the community on climate change and circular economy; preserving our neighbourhoods and heritage; increasing public open space, our tree canopy and biodiversity; and continuing to provide quality services for people of all ages, needs and abilities.

E: Spennicuik@gleneira.vic.gov.au

M: 0403 789 771



TUCKER WARD



Cr Anne-Marie Cade

Elected: 24 October 2020

Cr Cade has been a Glen Eira Councillor since 2019 and is serving her second term. She was elected as Deputy Mayor on 23 November 2022.

Cr Cade is a lawyer who has lived in Glen Eira for more than 19 years. She has three children between the ages of 19 and 28.

Cr Cade ran her own law firm for more than 12 years and now works as a family law mediator and coach. She is a Nationally Accredited Mediator and a Family Dispute Resolution Practitioner.

Cr Cade has a strong sense of community, having lived and worked in the area. She wants to make a valuable contribution by addressing residents' concerns at Council level.

Cr Cade has a Master of Laws in Applied Law (College of Law) majoring in Family Dispute Resolution Practice.

E: Acade@gleneira.vic.gov.au

M: 0466 372 809



Cr Jim Magee

Elected: 24 October 2020

Cr Jim Magee is serving his fourth term as Councillor for Tucker Ward.

He first served as Mayor of the City of Glen Eira from 2015 to 2016 and has again served as Mayor since 2021. Cr Magee served as Deputy Mayor from 2014 to 2015 and again from 2020 to 2021. He has been a passionate advocate for Glen Eira and the local government sector.

With cost shifting from other levels of government costing Glen Eira \$19 million a year, Cr Magee has worked tirelessly to highlight the impact this has on local services and facilities. He been a leading voice calls for local government sector reform.

Cr Magee's leadership has led to the establishment of a Victorian parliamentary committee inquiry into local government funding and services, due to take place in 2023–24. The Victorian Auditor-General's Office also announced it would investigate the long-term sustainability of local government in 2023–24.

Cr Magee was appointed as a member for the Local Government Mayoral Advisory Panel in 2023, tasked with advising the Minister for Local Government on the major challenges facing the sector.

Locally, Cr Magee is passionate about securing funding for community infrastructure projects, delivering more open space, acting on the climate emergency, supporting the transition to the circular economy, delivering more social and affordable housing, and encouraging integrated transport.

Cr Magee's family emigrated from Belfast, Northern Ireland in 1970 and he has lived in Bentleigh East since 1988. He is married with two sons.

E: Jmagee@gleneira.vic.gov.au

M: 0427 338 327

TUCKER WARD



Cr Li Zhang

Elected: 24 October 2020

Cr Zhang served as Deputy Mayor from 3 November 2021 until 23 November 2022.

She was elected to Council in 2020. Cr Zhang is passionate about Glen Eira and is committed to helping make it Victoria's best place to live, work and visit.

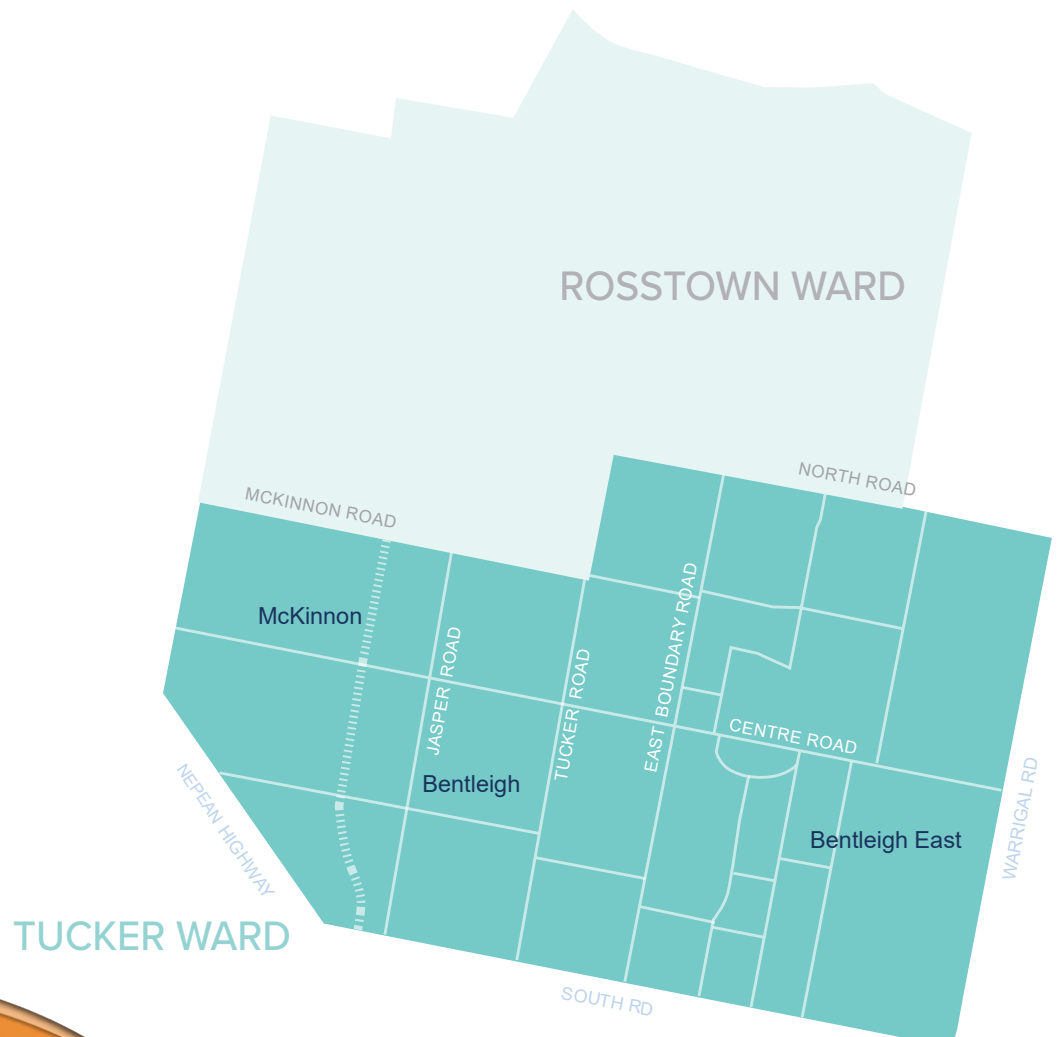
Cr Zhang has strong community connections from volunteering at schools, supporting multicultural artists, mentoring young people and looking after local senior citizens groups.

Cr Zhang works in the fashion and apparel industry. She has a Master of Business Administration from The University of Melbourne and 20 years of business experience.

Cr Zhang has one teenaged child. She is a trilingual speaker of Mandarin, Japanese and English. She enjoys hiking, cycling, cooking and reading.

E: lzhang@gleneira.vic.gov.au

M: 0499 357 262



Executive leadership team

The CEO leads an executive leadership team that consists of five directors. The executive plans, co-ordinates and monitors the progress of our goals and strategic direction and manages day-to-day business activities.

The executive is accountable to the CEO for effective and efficient management of their portfolios and the collective delivery of our internal transformation program, the *Glen Eira Council Plan 2021–2025* and *Glen Eira Together — Our Organisational Plan 2021–2025*.



CHIEF EXECUTIVE OFFICER **Rebecca McKenzie**

Commenced position in February 2016

Rebecca is an accomplished leader with a successful executive career across three countries and three sectors. Before joining Council, her roles included CEO at Mitchell Shire Council and Director of Corporate Services at Yarra Ranges Council.

During an eight-year stint overseas, Rebecca held director-level roles in human resource management at Swindon Borough Council in the United Kingdom and the National University of Ireland in Dublin. In her early career, she worked in various roles with the Queensland Government.

Rebecca has a Bachelor of Arts (Griffith University), Graduate Certificate in Business Administration (Griffith University), Master of Science (Sheffield Hallam University UK) and is a graduate of the Australian Institute of Company Directors. She is also Chair of the Board of Zoos Victoria.



DIRECTOR COMMUNITY **WELLBEING**

Mark Saunders

Commenced position in December 2020

Mark joined Council in 2002. He has 20 years' experience in senior community service roles within local government across of range services, including public health, community development, libraries, aged care as well as family, youth and children's services. Mark has extensive experience in public health policy, social policy and emergency relief and recovery services.

Mark has a Bachelor of Applied Science (Environmental Health) (Swinburne University of Technology), Graduate Certificate Local Government Management (Deakin University) and is a graduate of the Australian Institute of Company Directors.

Executive leadership team



DIRECTOR CORPORATE SERVICES

Sam Ludolf

Commenced position in August 2022

Concluded position in June 2023

Sam is an accomplished leader with extensive experience in leadership positions across Europe and Australia in government, not-for-profit and corporate organisations. Sam was responsible for the delivery of corporate services across 120 unique services to the Glen Eira community and a budget of \$170 million.

Sam is driven by creating positive workplace cultures, delivering high-quality services and producing positive outcomes. She has a track record of transforming corporate services into cohesive trusted business partners that enable organisations to excel. She has excellent financial and digital acumen and ensures organisations have a robust future. Sam is passionate about enabling people to thrive professionally through empowerment, learning environments and professional development.

Sam's qualifications include a Bachelor of Commerce (University of Lincoln), Master of Enterprise Administration (University of Melbourne), Executive Fellow (Australia and New Zealand School of Government) and Graduate (Australian Institute of Company Directors).



DIRECTOR CUSTOMER AND COMMUNITY EXPERIENCE

Kellie Vise

Commenced position in July 2022

Kellie joined Council in 2020. An experienced senior executive specialising in business transformation, organisational change, customer experience and stakeholder engagement, Kellie has over 20 years of leadership experience across a range of sectors, including retail, utilities, local government and tertiary education.

Kellie has led a range of impactful strategic and transformational initiatives in regional and urban communities and has a strong commitment to social inclusion and self-determination.

Kellie is the executive lead on Council's Community Engagement Advisory Committee and is the executive *Reconciliation Action Plan* champion.

Kellie's qualifications include a Bachelor of Arts, Graduate Diploma (Education) and Graduate Diploma (Business) La Trobe University and Graduate (Australian Institute of Company Directors).

Executive leadership team



DIRECTOR PLANNING AND PLACE

Ron Torres

Commenced position in December 2014

Ron joined Council in 1996. He has more than 20 years' experience in urban planning for inner-city and middle-ring municipalities. His career includes a range of management roles.

Ron has experience in statutory and strategic urban planning, Victorian Civil and Administrative Tribunal (VCAT) and planning panels. He has also successfully delivered programs in strategic transport, waste management and environmental sustainability, animal management and strategic land use planning. Each of these are aimed to safeguard and develop community services and manage population growth pressures.

Ron is the executive lead on the Strategic Transport Advisory Committee and the Glen Eira Business and Economy Advisory Committee.

Ron has a Bachelor of Planning and Design (The University of Melbourne).



DIRECTOR SUSTAINABILITY, ASSETS AND LEISURE

Niall McDonagh

Commenced position in October 2020

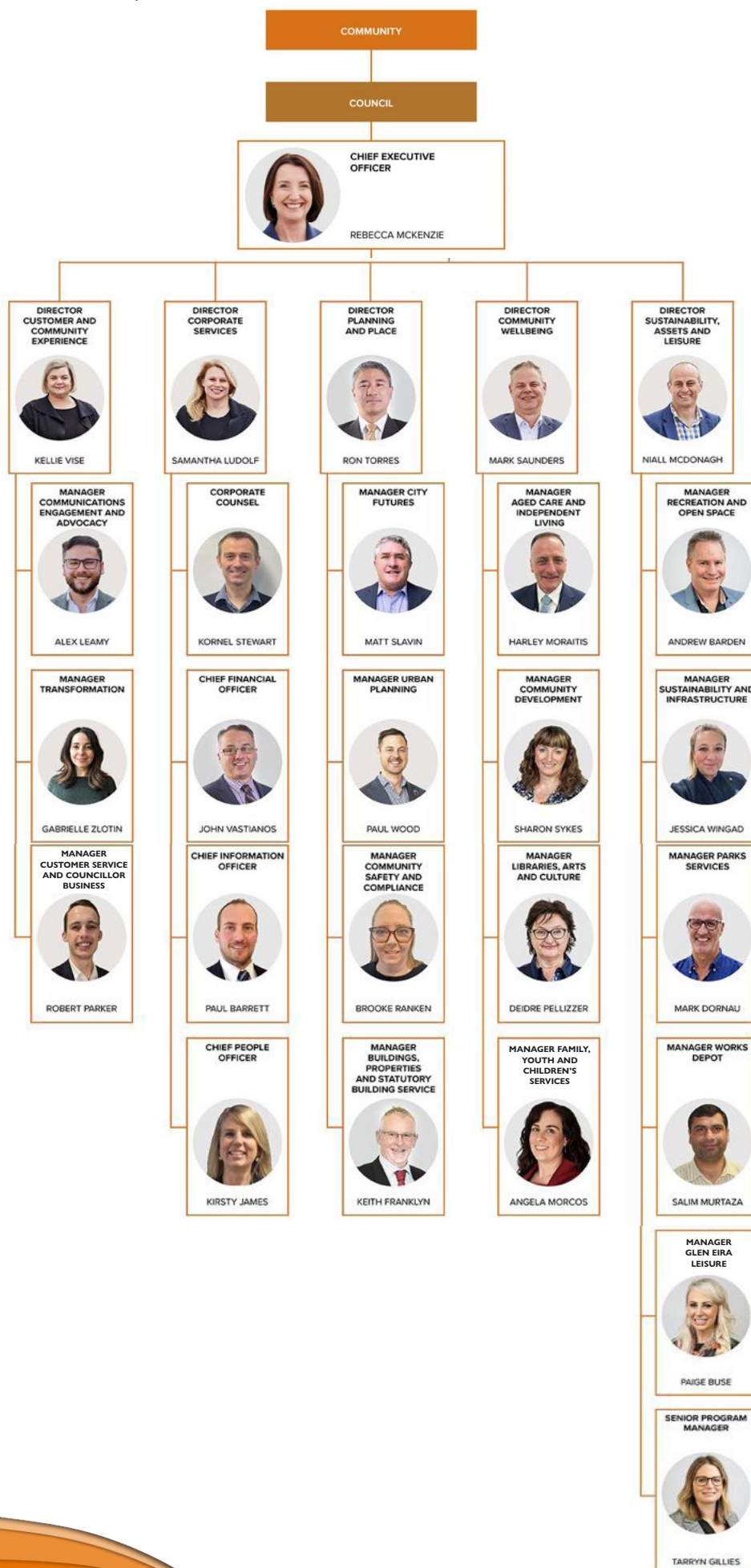
Niall has 30 years' experience working across and holding leadership positions at all levels of government. Niall started his career with the Australian Army, where he established his passion for combining civil engineering with helping the community. He also held a senior leadership role with the Office of Commonwealth Games Co-ordination, however most notable is his 20 plus years' experience within the local government sector where he has gained outstanding skills across a variety of engineering disciplines, including road safety; civil and structural design; coastal engineering; project management; waste services; infrastructure maintenance; construction; and policy and strategy development.

Since completing his Master of Business Administration, Niall has gained experience beyond infrastructure and held director positions within the statutory and strategic planning area and the local laws and corporate planning areas.

Niall has a Bachelor of Engineering (Civil) and a Graduate Diploma in Psychology (Monash University), and a Master of Business Administration (La Trobe University).

Organisational structure

Figure 1 Organisational structure as at 30 June 2023



MAJOR CHANGES

To ensure our organisation continues to meet the challenges of the evolving work program set in the *Council Plan 2021–2025* several significant changes to the organisational structure and reporting lines took effect on 1 July 2022. The changes included moving from four to five directorates.

- A new Customer and Community Experience directorate was established bringing together the Transformation, Customer Experience and Councillor Business and Communications, Engagement and Advocacy departments.
- The Corporate Services directorate was revised to include Corporate Performance and People and Culture.
- Planning, Place and Sustainability was renamed Planning and Place, as Climate and Sustainability was moved to the Sustainability, Assets and Leisure directorate.
- The Sustainability, Assets and Leisure directorate replaced Community Assets and Leisure. The revised directorate includes the new Sustainability and Infrastructure department formed from the Projects and Infrastructure and Climate and Sustainability business units.
- The Community Wellbeing directorate was not affected by the changes.

Our staff

As well as being a service provider, we are also one of Glen Eira's largest employers with a workforce of 759.4 full-time equivalent (FTE) staff, made up of 1,413 employees.

Table 3 Employees by classification as at 30 June 2023

Employment classification	FTE Women	FTE Men	FTE Total	Headcount Total
Band 1	9.4	8.7	18.1	108
Band 2	62.8	10.9	73.7	125
Band 3	41.7	49.0	90.7	136
Band 4	76.1	34.9	111.0	143
Band 5	60.1	35.6	95.7	110
Band 6	67.1	44.8	111.9	120
Band 7	38.4	27.2	65.6	70
Band 8	20.4	19.2	39.6	42
Senior officers and contracted staff > Band 8	16.0	17.0	33.0	33
Glen Eira Leisure	56.5	35.2	91.7	455
Nurses	27.7	0.7	28.4	71
Total	476.2	283.2	759.4	1,413

Our staff turnover for 2022–23 was 19.7 per cent, lower than the 22.2 per cent seen in 2021–22. Our turnover reflected the competitive labour market and was consistent with the experience of other councils and employers across Australia. To ensure we maintain an engaged and aligned workforce we continually invest in the development, leadership, wellbeing and recognition of our staff. Our staff engagement survey results for 2023 demonstrated success with 72 per cent of staff being highly engaged. This placed us in the top 10 per cent of local government employers.

We held our annual awards ceremony in person in our auditorium, as well as streaming live to all worksites. During the ceremony, 98 individuals and 15 teams were recognised for their contributions to the organisation above and beyond the normal expectations of their role. During the event, 57 employees were recognised for their years of service at Council, from 15 to 40 years of service.

For more information see [Employee matters](#).

THE YEAR AT A GLANCE 2022

JULY



- *Glen Eira Storytelling Festival* opens
- NAIDOC Week events held across Glen Eira
- Council launches campaign promoting reusable cups in cafes

AUGUST



- Council forms its first Multicultural Advisory Committee
- Property purchased in Ames Avenue, Carnegie to deliver more open space
- Residents' food waste not going to landfill reaches 2,731 tonnes

SEPTEMBER



- *Glen Eira Youth Art Exhibition* opens
- One hundred local community groups awarded Community Grants
- Caulfield Park Sensory Playspace opens

OCTOBER



- Bentleigh Library and Youth Hub opens
- Murrumbeena Community Hub opens
- *Caulfield Structure Plan* adopted by Council

NOVEMBER



- Council's *Classified Tree Register* includes its 150th significant tree
- Council adopts the *Glen Eira Housing Strategy*
- Eat Street, Bentleigh opens
- Council's advocacy secures \$3.5 million from the Labor Government

DECEMBER



- Lighting of the Menorah at Town Hall
- *International Day of Disability* events held at Glen Eira Sports and Aquatic Centre (GESAC)
- *Carols in the Gardens* at Rippon Lea Estate

OUR YEAR IN 2023

JANUARY



- Lunar New Year celebrations held across Glen Eira
- Princes Park Playspace opens
- Australia Day Citizenship Ceremony held

FEBRUARY



- Carnegie Memorial Swimming Pool sod turning ceremony
- Lord Reserve Pavilion opens
- BIG Summer Read pyjama party at Bentleigh Library and Youth Hub

MARCH



- Community Planting Week held in Glen Eira's parks and gardens
- International Women's Day celebrations at Town Hall
- Passive House Design tours conducted

APRIL



- Anzac Day Commemoration Service at Caulfield Park
- Groove and Graze event at Halley Park
- Schools' Planting Day at Mallanbool Reserve

MAY



- Glen Eira Community Awards presented at Town Hall
- National Reconciliation Week
- The Torch's *Confined 14* exhibition held in Council's Gallery

JUNE



- First Business Excellence Awards held
- Electrify Everything campaign begins
- First electric ride-on lawn mowers received by Council

Fast facts



COMMUNITY ENGAGEMENT

- 22 community engagements conducted
- 1,843 responses to Community Voice surveys completed
- 446 face-to-face participants



TREES PLANTED

- 872 trees planted
- 122 trees added to the Classified Tree Register
- 3,515 square metres of urban diversity garden beds created



PLANNING APPLICATIONS

- 1,066 applications and procedural requests decided
- 70 per cent of planning enforcement requests resolved



RECYCLING AND WASTE

- 4,166 tonnes of hard rubbish collected
- 32,341 tonnes of recyclables and green organics collected from kerbside bins
- 62 per cent of kerbside collection waste diverted from landfill



AGED CARE AND INDEPENDENT LIVING

- 30,233 meals delivered
- 66,010 hours of in-home and social support
- 5,579 community transport service trips
- 97 per cent client satisfaction with our services



LIBRARIES

- 1,017,308 library loans (physical and digital)
- 452,430 library visits
- 1,253 library programs
- 41,990 attendances at library programs



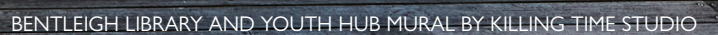
IMMUNISATIONS

- 7,377 immunisation encounters



FAMILY, YOUTH AND CHILDREN'S SERVICES

- 971 attendees for youth programs delivered in the community
- 2,280 attendees for youth programs delivered in schools
- 3,193 youth support interactions
- 3,729 attendees at youth special events
- 11,646 Key Ages and Stages Maternal and Child Health visits



Major projects and activities

Getting the Carnegie Memorial Swimming Pool redevelopment underway

Carnegie Memorial Swimming Pool has been a beloved community icon, with many special memories made and treasured over 55 years.

After a delay in the redevelopment of Carnegie Memorial Swimming Pool, we recommenced the redevelopment and awarded the building contract to ADCO Constructions Pty Ltd in December 2022.

Community feedback helped inform the designs for the facility, which includes a 50-metre outdoor pool, an outdoor diving pool, an indoor program pool and a 25 metre learn-to-swim pool. There will also be program rooms for classes such as yoga and pilates and an outdoor children's splash pad.

The new all-year-round centre will stay within the current footprint, keep the war memorial signage, the 'grassy hill' and native landscaping and open space. It will also be

one of the most environmentally friendly and sustainable centres in the world. It has been designed to a 6 Star Green Star rating with climate resilience, low energy operations and maximum water efficiency. This aligns with *Our Climate Emergency Response Strategy* and commitment to net zero Council emissions by 2025.

Due to increasing inflation, building and labour costs, the total project cost is now estimated to be \$75 million. Council was successful in securing \$15 million of funding from the Australian Government through our advocacy and we will continue to advocate to the Victorian Government for funding as the project progresses.

The project is scheduled to finish in late 2024.

For more information see [Carnegie Memorial Swimming Pool redevelopment](#).





New public spaces

Our focus continues to be on making Glen Eira a sustainable and liveable city now and into the future. Across 2022–23 we invested \$8.9 million in community facilities, including the Bentleigh Library and Youth Hub, Murrumbeena Park Community Hub, Lord Reserve Pavilion, Bentleigh Community Space, Princes Park Playspace and various improvements to Caulfield Park.

Each of these facilities went through extensive community engagement to help inform the final designs and to ensure they align with community expectations. Many of them have also been developed in partnership with and with funding from various government bodies, including the Australian

and Victorian Governments.

Council completed 30 projects in 2022–23 across Bentleigh, Carnegie, Murrumbeena and Caulfield. These projects will improve community wellbeing, with a focus on fitness and community connection and services. By creating new facilities and refreshing existing ones, we're determined to make Glen Eira an even better place to live, visit and work.

For more information see [Council Projects](#).



Preparing for our future: Glen Eira Housing Strategy

Glen Eira's population is expected to increase over the next decade with an estimated 30,000 new residents by 2036. Our *Housing Strategy*, adopted by Council in November 2022, aims to accommodate growth while maintaining the character of our neighbourhoods.

The *Strategy* has a 15-year horizon and determines suitable locations for different levels of growth and outlines how we can keep Glen Eira's liveability while also considering our environmental sustainability goals. The *Housing Strategy* also aims to improve housing diversity and provide additional policy support for affordable housing.

By determining areas best suited for further development, we can provide certainty for the community and stakeholders about where change is likely to occur and at what scale. The *Housing Strategy* supports more homes being built close to shops, services and public transportation, as well as smaller homes that use less energy. We also focused on recovering and increasing

canopy tree cover to keep our neighbourhoods cooler.

We developed the *Housing Strategy* based on extensive research and conducted two rounds of community engagement, ensuring it considered:

- population and household forecasts;
- a review of current housing and the capacity to accommodate new housing;
- assessments of existing neighbourhood character;
- recommendations from relevant Council strategies and studies, including *Glen Eira's Urban Forest Strategy*, *Our Climate Emergency Response Strategy* and *Integrated Transport Strategy*; and
- community feedback.

To read our *Housing Strategy* visit [Glen Eira Housing Strategy](#).



Greening Glen Eira

We are committed to making Glen Eira greener by increasing our City's canopy and biodiversity. Throughout 2022–23, we hosted a community planting week that saw several thousand plants, trees and groundcovers planted to increase the biodiversity value within several of our parks.

We've increased the number of street trees from 30,000 to more than 50,000 over the past 20 years, with over 800 trees planted this year. In addition, we also undertake regular inspections and maintenance of our urban forest. Over the past 12 months Council has added over 1,000 shrubs and ground covers into our biodiversity garden beds.

Glen Eira's urban forest includes not only our street and park trees, but all the trees and plants across our public and private land. Collectively, this forest provides a range of benefits, including cooling during heatwaves; cleaner air and water; habitat for birds and wildlife; enhancing the look and feel of our City and improving our overall wellbeing.

Our *Urban Forest Strategy* focuses on maintaining and protecting our current public and private land urban forest as well as growing it. As such, this year we undertook our first in road canopy tree planting, where we planted trees in existing car park spaces. This is an exciting new initiative that will enable us to plant tree canopy in some of the most needed areas of Council.

To help recognise some of the City's most significant trees, we developed a [Classified Tree Register](#) in January 2021. Since then, we have added over 200 new trees and we are continuing to undertake further tree assessments that will see this number grow into the future.

The *Register* offers protection for trees determined to be worth preserving because of their importance to the current and future Glen Eira community and the foundation they provide for the City's urban forest. The selection criteria include: contribution to the landscape, rarity, genetic value, size, historical significance and relationship to Aboriginal culture. Ranking highly in any one of them can be enough to secure a spot on the *Register*.

To further protect trees and increase greening on private land, we're advocating to the Victorian Government for stronger planning controls for new developments.

In March 2023, Council successfully introduced a new planning scheme amendment to increase the open space levy.

Planning Scheme Amendment C218glen increased the public open space contribution rate from 5.7 per cent to 8.3 per cent to expand Glen Eira's public open space network and improve existing open space.

To read more about our commitment to increasing Glen Eira's canopy and biodiversity visit [Grow our urban forest](#).



Supporting a multicultural Glen Eira

This year saw the creation of Council's first Multicultural Advisory Committee, an initiative that aims to promote social cohesion and provide the community with a mechanism to give feedback and advice to Council.

The committee comprises up to 12 people who represent our diverse cultural, ethnic, linguistic and faith communities, and includes up to nine representatives from agencies and organisations that support people from diverse cultural backgrounds.

When English is not a person's first language, we understand communication and engagement can be challenging. This committee aims to help us improve how we communicate and engage with every resident, business and visitor, so we can hear every voice and make the best decisions for those who live, work or visit Glen Eira.

The Multicultural Advisory Committee meets in person up to five times per year and has a strong commitment to recognising and celebrating Glen Eira's diversity.

Annual cultural events have also become an established part of our Glen Eira events schedule and a chance to embrace

our multicultural society, including celebrations of the Lunar New Year and Diwali.

More than 500 people attended the 2023 Lunar New Year celebration at Glen Eira Town Hall in January 2023. The celebration featured many traditional Chinese and Asian performances, including a runway showcase of traditional Chinese dress, a dragon dance, a traditional line dance, as well as an exhibition from local artist, Jenny Chan, alongside live music and food trucks.

Glen Eira celebrated its first Diwali in October 2022, with lights, henna, Bollywood dancing, market stalls and traditional food at Booran Reserve. Thousands of people came to the *Festival of Lights* and celebrated the brightness of life together as a community.

To learn more about our Multicultural Advisory Committee visit [Glen Eira Multicultural Advisory Committee](#).



MURRUMBIDGE PARK COMMUNITY HUB

Council's priorities

Planning for the future

The *Local Government Act 2020* provides principles to support all councils to make good decisions and to plan and report in an integrated and transparent manner. The Act requires us to develop and maintain a *Community Vision* for at least the next 10 financial years to inform our strategic plans.

Council must adopt the following strategic plans to address our [Community Vision](#):

- a [Council Plan](#) (for at least the next four financial years);
- a [Financial Plan](#) (for at least the next 10 financial years);
- an [Asset Plan](#) (for at least the next 10 financial years); and
- a [Revenue and Rating Plan](#) (for at least the next four financial years).

In addition, we must prepare and adopt:

- a [budget](#) each financial year covering the next four financial years;
- a *Workforce Plan*; and
- financial policies.

Council must prepare the following reports:

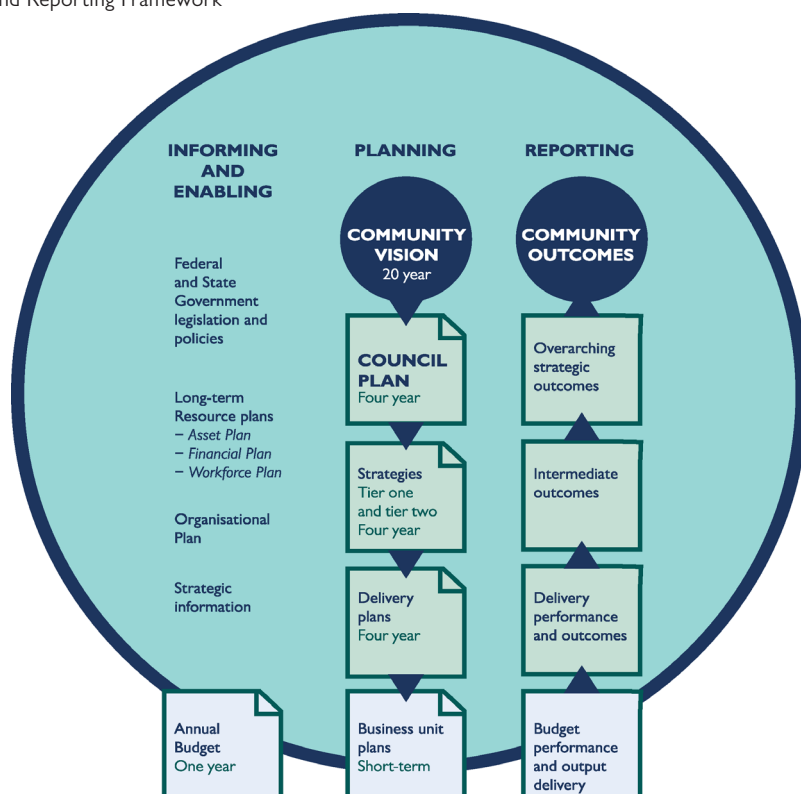
- a quarterly report on the budget, which we provide via our *Quarterly Service Performance Report*; and
- an *Annual Report* (for each financial year).

Our strategies and plans

Our *Integrated Planning and Reporting Framework (IPRF)* ensures our planning and reporting align to the aspirations of the *Glen Eira 2040 Community Vision* and supports us to achieve our *Council Plan* strategic priorities. Integrated planning links the initiatives and services we deliver today to the longer-term goals set out in the *Community Vision* and the four-year *Glen Eira Council Plan*. It recognises that Council is subject to external influences and obligations from our regulators and partners and ensures we continue to be financially sustainable by identifying the appropriate financial and people resources required to deliver our plans.

The *IPRF* establishes a hierarchy for our strategies and plans.

Figure 2 Integrated Planning and Reporting Framework



Informing and enabling documents

Informing and enabling components set the context for our plans. They include legislation and strategic information as well as our resource plans:

- [Budget 2022–2023](#)
- [Financial Plan 2022–2023 to 2031–2032](#)
- [Revenue and Rating Plan 2022–2023 to 2024–2026](#)

Strategies and plans

We develop focused strategies and plans by engaging with our community and working with Council committees. Our plans form a hierarchy starting with our overarching *Community Vision*, to which the *Council Plan* responds by setting our strategic direction.

Our tier one strategies describe how we expect to deliver the strategic objectives we set in the *Council Plan*. Our tier one strategies are listed under each of the *Glen Eira Council Plan 2021–2025* strategic directions.

Tier one strategies are supported by tier two strategies that detail how we will attain the intermediate outcomes that contribute to the strategic objectives of our tier one strategies and our *Council Plan*.

Reports

We report on our performance through this *Annual Report* and through our *Quarterly Services Performance Report*.

To read more about the *Integrated Planning and Reporting Framework*, visit [Integrated Planning and Reporting Framework](#).

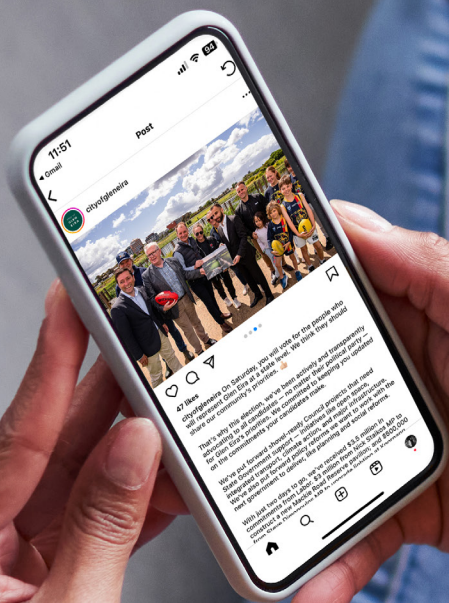
Glen Eira Council Plan 2021–2025

The *Council Plan 2021–2025* responds to the *Glen Eira 2040 Community Vision* and includes five strategic directions as our priorities for the four-year Council term. Each strategic direction sets out strategic objectives, strategies for achieving these and strategic indicators for monitoring achievement of the strategic objectives. Our strategic directions are:



COUNCIL PLAN PROGRESS 2022–23

We set 48 actions to deliver in 2022–23 via our annual *Council Plan Action Plan* to work towards delivering the promises we made in the *Glen Eira Council Plan 2021–2025*. In 2022–23, we achieved 35 out of the 48 actions outlined. Of the 13 items not delivered, four were outside of our control and six are well progressed.



STRATEGIC DIRECTION 1

WELL INFORMED AND TRANSPARENT DECISIONS AND HIGHLY VALUED SERVICES

STRATEGIC OUTCOME:

We build trust through engaging with our community, delivering quality services and making evidence-based decisions.

We will strengthen our communication and engagement practices to build community trust and consolidate our financial and corporate planning process to ensure our approach is integrated and supports our future goals.

KEY STRATEGIES

— *Community Engagement Strategy 2022–2026*

ACHIEVEMENTS AND CHALLENGES

- Our workforce engagement survey results returned an engagement score of 72 per cent, which sits in the top 10 per cent against the local government benchmark.
- Through our advocacy, Glen Eira was positioned as a thought leader on whole-of-sector issues, including long-term financial sustainability and cost shifting from other levels of government.
- We developed a *Customer Service Charter* to demonstrate our commitment to delivering highly valued service experiences for our customers and community.
- During a year that saw federal and state elections, we leveraged our relationships with our state and federal representatives to secure more than \$20 million in funding commitments to local projects from other levels of government.
- We continued to evolve our customer services in response to community expectations both face-to-face and digital options. This included the expansion of our live chat and improvements to our website.

COUNCIL SERVICES

We funded the following services in the 2022–23 *Annual Budget* that relate to this strategic direction. Table 4 below describes the service, including the people or sections of the community the service is provided for.

Table 4 Services funded under Strategic Direction 1

Service	Description	Net cost 2022–23 \$000		
		Actual	Budget	Variance
Corporate Counsel	Ensures integrity in our tendering and contracts processes, protects our legal relations and offers internal legal advice. Manages risk, insurances and liability claims.	2,723	3,116	393
Customer service and Council governance	Supports our Mayor and Councillors to carry out their governance and constituency responsibilities. Includes provision of our Service Centre, corporate policy and planning, and People and Culture services.	9,070	9,012	(58)
Financial Services	Manages our finances and is responsible for the day-to-day administration of our financial assets. It includes accounting, information technology, records, auditing, rating and property, procurement, and fleet.	7,707	11,135	3,428
Media and communications ⁸	Informs the community about our activities through our website, social media and publications, liaises with the media and co-ordinates advertising and marketing. As of July 2022, this service incorporated support for all our community engagement activities.	2,405	2,281	(123)
Total for Strategic Direction 1		21,905	25,544	3,639

SERVICE PERFORMANCE INDICATORS

Table 5 Prescribed indicators of service performance under Strategic Direction 1

Service/indicator/measure	2020	2021	2022	2023	Material variations and comments
GOVERNANCE					
Transparency					
Council decisions made at meetings closed to the public [Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x100	12.81%	4.79%	4.44%	4.91%	224 decisions were made at ordinary Council meetings and special Council meetings during the 2022–23 financial year. In addition to this, 11 confidential items were resolved in private, which were closed to the public.
Consultation and engagement					
Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	60.00	58.00	60.00	57.00	

⁸ Media and Communications budget is different to the adopted budget due to changes to the organisational structure that took effect on 1 July 2022.

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	2020	2021	2022	2023	Material variations and comments
Attendance					
Councillor attendance at Council meetings [The sum of the number of Councillors who attended each Council meeting / (Number of Council meetings) × (Number of Councillors elected at the last Council general election)] x100	83.07%	91.81%	87.78%	89.51%	
Service cost					
Cost of elected representation [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$43,636	\$36,417	\$49,668	\$56,364	This increase was due to the cost of learning and development for Councillors to attend conferences in Victoria and interstate, which was brought to Council for resolution.
Satisfaction					
Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	58.00	59.00	62.00	57.00	

STRATEGIC INDICATORS

Table 6 Council Plan Strategic Indicator Results Strategic Direction 1

Strategic Indicator	Performance Measure	Result
Opportunities for the community to be engaged in Council's planning, projects and key decision-making processes.	All engagement activities comply with the <i>Community Engagement Policy</i> .	To ensure all engagement activities comply with the <i>Community Engagement Policy</i> , a link to the <i>Policy</i> was added to the community engagement template. As a result, all community engagement activities have been delivered in alignment with the <i>Community Engagement Policy</i> .
	Community satisfaction with our engagement approach is maintained or increased.	Community satisfaction with consultation and engagement remained higher than the metropolitan average result but saw a decrease from 60 per cent in 2022 to 57 per cent in 2023. The metropolitan average result was also down from 58 to 55 per cent.
Council proactively advocates for community priorities.	Strategic advocacy priorities are promoted through a dedicated advocacy framework.	Our <i>Advocacy Policy</i> shapes our advocacy efforts in ensuring it works in partnership with the community to influence public policy and resource allocation decisions for the benefit of the municipality. Our endorsed set of advocacy priorities for 2022–23 informed advocacy efforts during the 2022 federal and state elections.

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Council proactively advocates for community priorities.	Stakeholder awareness of our advocacy priorities is increased.	<p>We engaged with all candidates and sitting members in the state election campaign, outlining our adopted advocacy priorities, including sending letters, providing information and holding individual meetings relating to our key priority projects.</p> <p>We engaged with peak bodies, industry groups and other relevant stakeholders to raise the profile of our important policy priorities, including raising motions at the Municipal Association of Victoria's State Council meetings and the Australian Local Government Association National General Assembly to progress our priorities into the state and national council agendas.</p> <p>We also started a sector-wide conversation with other councils on the need for reform to ensure councils remain financially sustainable.</p>
	Council's advocacy delivers measurable results.	Our advocacy efforts resulted in election promises of \$3.5 million of funding from the Australian Labor Party and \$43.5 million of funding from the Liberal National Coalition. The commitment from the Labor Party secured \$3 million of funding for a new pavilion at Mackie Road Reserve, Bentleigh East, and \$250,000 each for lighting upgrades at Koornang Park and Lord Reserve in Carnegie.
Council decisions and activities communicated in a timely, clear and proactive manner.	Communication activities comply with adopted service standards.	We launched our first <i>Communications Framework</i> in May 2023, supporting our commitment to open, transparent relationships and two-way communication. This sets out our approach to communications, including growing audiences for our social media. Our followers on LinkedIn grew by 16.62 per cent along with a consistent increase in page views. Similarly, our Instagram followers grew by 15.61 per cent and Facebook by 8.24 per cent. We also continue to invest in quality traditional communications. Our website, with more than 2 million views in the year, saw an increase of almost 10 per cent average time spent on a page and we continue to produce monthly newspapers delivered to resident's homes.
	Increased community satisfaction with Council's communication.	Community satisfaction with Council's communication remained higher than the metropolitan average of 60 per cent but saw a decrease from 66 per cent in 2022 to 62 per cent in 2023. The metropolitan average result was 60 per cent, down from 62 per cent.
Customer-focused and responsive services that provide value-for-money.	Overall community satisfaction measures are maintained or increased.	Community satisfaction for Council's overall performance remained higher than the metropolitan average of 62 per cent but saw a decrease from 69 per cent in 2022 to 65 per cent in 2023. The metropolitan average result was 62 per cent, down from 65 per cent.
	Service reviews conducted across key Council services include value-for-money assessments.	This year, we completed service reviews across rates and valuations, city economy and placemaking, immunisation, customer service and depot operation services. Improvements have been identified in these service areas that promote efficiency, enhance customer or employee experience and improve our ability to deliver on our strategic objectives.

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Annual budgeting and long-term financial planning activities are informed by deliberative community engagement.	Deliberative engagement process undertaken for strategic financial planning activities.	Online engagement was completed in December 2022 for the 2023–24 Budget development. An outcomes paper was presented to Councillors in December and showed no significant changes from previous engagement activities.
	Community participation in the deliberative process informs the annual budgeting process.	Broad community engagement for the 2023–24 Budget was conducted and indicated no significant change to the priorities identified by the community in the previous year. As a result, no deliberative engagement was conducted during the year.
	Evaluation of deliberative process is completed.	No deliberative engagement was conducted during 2022–23 as we did not undertake any long-term strategic planning or update the <i>Long-Term Financial Plan</i> .
Well-informed decision-making and ethical governance which builds trust.	Community satisfaction with decisions made by Council in their interests is maintained or increased.	Community satisfaction with decisions made by Council in their best interests decreased but remained higher than the metropolitan average at 62 per cent in 2022 and 57 per cent in 2023. The metropolitan average result was 55 per cent, down from 59 per cent.
	Full compliance with the <i>Public Transparency Policy</i> requirements under the <i>Local Government Act 2020</i> .	All policies under the <i>Local Government Act 2020</i> , covering matters such as community engagement, CEO employment and public transparency have been adopted. In accordance with Council's <i>Public Transparency Policy</i> , all policies are now available on our website.
	No reported findings of unethical practice by integrity agencies.	There were no findings of unethical practice by integrity agencies in 2022–23.

MAJOR INITIATIVES



Achieved



Not achieved within Council's control





Not achieved due to factors outside of Council's control

Table 7 Major Initiatives under Strategic Direction 1

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 1.1 Ensure our community engagement is accessible and transparent.			
1.1.1 Implement the year one actions of the <i>Community Engagement Strategy</i> .	Minimum of 90 per cent <i>Community Engagement Strategy</i> year one actions implemented.	<p>90 per cent of <i>Community Engagement Strategy</i> year one actions were implemented. Achievements in year one include:</p> <ul style="list-style-type: none"> — developing a new template for <i>Communications and Engagement Plan</i>, including a link to the <i>Community Engagement Policy</i>, to ensure consistency in the approach to planning all our engagements and to become the centrepiece of our revised <i>Community Engagement Toolkit</i>; and — commencing the development of an overarching <i>Community Engagement Framework</i> to guide our approach and explain the relationships between the <i>Community Engagement Strategy</i>, <i>Policy</i> and <i>Toolkit</i>. 	

MAJOR INITIATIVES

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 1.3 Consider a broad base of evidence before making decisions.			
1.3.2 Implement the year one actions from the <i>Smart Cities Implementation Plan</i> .	Minimum of 90 per cent <i>Smart Cities Roadmap Implementation Plan</i> year one actions implemented.	<p>The <i>Smart City Roadmap</i> was developed in collaboration with the community and local stakeholders to leverage technology, data and innovation for a thriving and sustainable City.</p> <p>Our intention to develop an annual <i>Smart Cities Implementation Plan</i> was reconsidered due to financial constraints. Instead, we integrated the smart cities approach into already budgeted projects to enhance smart technologies and processes. Projects completed included the <i>Snap Send Solve QR Code</i> pilot and <i>Communities of Practice</i>.</p> <p>Projects in progress at year end included <i>Digital Glen Eira</i> and <i>Improving Walkability</i>.</p>	
Strategic Priority: 1.4 Provide value-for-money, responsive and innovative services.			
1.4.1 Advocate on the priority initiatives for Council for 2022-23 to maximise pre-election promises for funding and policy support.	<p>Advocacy priorities for the state election adopted by August 2022 and advocacy campaign delivered in line with election timelines.</p> <p>Number of advocacy commitments received in line with our advocacy priorities.</p>	<p>Our advocacy priorities for the 2022 state election were adopted on 19 July 2022.</p> <p>We received \$3.5 million in new funding for three key projects as a result of our advocacy initiatives during the state election advocacy campaign. We have informed the community about our advocacy priorities through a 1,315 per cent increase in advocacy webpage visits and 120,000 people reached through our state election advocacy social media campaign. The Mayor and CEO continue to meet quarterly with our state MPs.</p> <p>In 2022–23, we:</p> <ul style="list-style-type: none"> — conducted state and federal budget advocacy by writing to MPs and ministers about key funding priorities, resulting in meetings with the Minister for Planning and Minister for Environment; — met with three new Members for the Southern Metropolitan Region; — continued to build relationships with newly elected federal MPs; — advocated for sector reform through meetings with the Auditor-General and other key stakeholders, as well as a media relations campaign; and — put forward motions to our state and federal peak bodies about recycling, social and affordable housing and sector reform. 	

ANNUAL COMMITMENTS 2022–23






Achieved

Not achieved within
Council's controlNot achieved due to factors
outside of Council's control

Table 8 Council Plan Annual Actions Strategic Direction 1

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 1.1 Ensure our community engagement is accessible and transparent.			
1.1.2 Evaluate our community engagement activities after every engagement and ensure we close the loop.	<p>Greater or equal level of community satisfaction with Council's communication and community engagement.</p> <p>100 per cent of community engagement activities are reported back to the community within one month of the engagement closing.</p>	<p>Community satisfaction with consultation and engagement remained higher than the metropolitan average result but saw a slight decrease from 60 per cent in 2022 to 57 per cent in 2023. The metropolitan average result was also down from 58 to 55 per cent.</p> <p>The process for reporting back to the community was discussed at the Community Engagement Advisory Committee meetings to determine if the one-month benchmark was feasible. Using the committee's input as a guide, two reports were developed in early 2023. A <i>Summary Report</i> on what we heard is posted on the Have Your Say website after an engagement closes and a closing the loop report is posted on the site when an engagement is complete and the project has been adopted or endorsed by Council. These reports will help standardise how we report back to the community and Council.</p>	
Strategic Priority: 1.2 Proactively communicate with the community about changes that impact them and genuinely listen to their feedback.			
1.2.1 Develop a proactive communications plan for key Council activities and initiatives.	Proactive communications plan developed and shared with Councillors.	<p>The principles of our <i>Building community trust: Our approach to communications, engagement and advocacy</i> were shared with Councillors during financial sustainability workshops.</p> <p>A 12-month forward plan of communications activities was noted by the executive in April 2023. The <i>Glen Eira City Council Communications Framework</i> was endorsed by the executive in May 2023 and shared with Councillors.</p>	
1.2.2 Review Council's approach to communicating with the community.	<p>Greater or equal level of community satisfaction with Council communications.</p> <p>Reduction in complaints relating to Council communication.</p>	<p>The 2023 <i>Glen Eira Community Satisfaction</i> survey ratings of preferred communication regarding news and information demonstrated equal satisfaction between 2022 and 2023. It found the preferred form of communication from Council about news and information and upcoming events remains newsletters sent via email (33 per cent) or mail (29 per cent). Electronically distributed newsletters are still preferred despite a slight increase in preference for Council newsletters to be sent via mail.</p> <p>We reviewed our approach to communicating with the community. In April 2023, the executive endorsed <i>Building community trust: Our approach to communications, engagement and advocacy</i>. <i>Building community trust</i> sets out our purpose, principles, brand voice and strategic approach to communications, engagement and advocacy. This is further supported by a <i>Communications Framework and Advocacy Framework</i>, endorsed by the executive in May 2023.</p> <p>We are unable to report on complaints relating to our communication currently, however we are working towards this as we develop our <i>Voice of Customer</i> program and related service measurement framework.</p>	

ANNUAL COMMITMENTS 2022–23

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 1.3 Consider a broad base of evidence before making decisions.			
1.3.1 Enhance data management through developing a <i>Data Governance Strategy</i> and <i>Framework</i> to support Council's approach to collecting and using data.	A <i>Data Governance Strategy</i> and <i>Framework</i> is in place by 30 June 2023.	Towards the end of the financial year, we started work to examine our existing practices in relation to data management. This project was then deferred due to resourcing constraints and will be progressed in the 2023–24 financial year.	
Strategic Priority: 1.4 Provide value-for-money, responsive and innovative services.			
1.4.2 Deliver the third year of actions under the <i>Customer Experience Strategy</i> .	Minimum of 90 per cent of <i>Customer Experience Strategy</i> actions implemented.	<p>87 per cent of the <i>Customer Experience Strategy</i> actions have been completed and six actions are in progress relating to the development of performance metrics and customer feedback. We have completed key projects in system modernisation, the creation of our <i>Customer Service Charter</i> and the review of the customer feedback and complaints process.</p> <p>Our <i>Voice of Customer</i> program is also underway, which will provide us with a framework for measuring our performance against our customer promises and ensure customer feedback is regularly sought and reviewed to inform improvements to increase customer satisfaction.</p>	
Strategic Priority: 1.5 Put in place robust and transparent planning to ensure our organisation is sustainable now and into the future.			
1.5.1 Develop a model to ensure Council proactively plans and reviews the services the community receive.	<p>New Service Planning Model is adopted.</p> <p>Two Council service plans are developed.</p>	<p>We developed a draft <i>Service Planning Framework</i> in place of a <i>Service Planning Model</i>.</p> <p>We will continue to develop supporting documents, including a toolkit, service plan template and service catalogue following the endorsement of the <i>Framework</i>. The toolkit will provide us with a consistent approach to service planning that incorporates contemporary planning practices and delivers the best public and private value for the community.</p> <p>Development of the service plans will be undertaken progressively throughout 2023–24.</p>	

ANNUAL COMMITMENTS 2022–23

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 1.5 Put in place robust and transparent planning to ensure our organisation is sustainable now and into the future.			
<p>1.5.2 Embed and communicate our <i>Integrated Planning and Reporting Framework (IPRF)</i> to improve community visibility of the connection between Council strategies and policies.</p> <ul style="list-style-type: none"> — Monitor Council policy updates and ensure these are published on Council's website in accordance with the <i>Local Government Act 2020</i>. — Ensure all community engagement activities highlight links between Council strategies, the <i>Council Plan</i> and <i>Community Vision</i>. — Report to the community quarterly on progress toward achievement of annual actions in our <i>Council Plan</i> and tier one strategies. — Communicate the long-term financial, asset and resource plans to the community. 	<p>100 per cent policy updates are published on Council's website.</p> <p>All community engagement activities contain key information about how strategies and objectives are linked to the <i>Council Plan</i> and <i>Community Vision</i> under the <i>IPRF</i>.</p> <p>Four reports prepared for the community on the achievement against annual actions in the <i>Council Plan</i> and tier one strategies.</p> <p>Long-term financial, asset and resource plans are communicated to the community.</p>	<p>All policies, plans and strategies appear on the Glen Eira website and continue to be updated as changes are made.</p> <p>All new strategies and plans have been advertised for community engagement throughout the year, including the <i>Housing Strategy</i>, <i>Placemaking Strategy</i> and <i>Annual Budget 2023–24</i>. Council reports detail how the activity links to the <i>Council Plan</i> and how it contributes to sustainability within Glen Eira.</p> <p>We have reported to the community on the progress of our actions contained within the <i>Council Plan Annual Action Plan</i> and related metrics through our <i>Quarterly Service Performance Report</i> produced in September, November, February and May. Final results are contained within the <i>Annual Report</i>.</p> <p>The Long-Term Financial, Asset and Resource plans were communicated during the engagement on the Council budget in November–December 2022 and May 2023.</p>	
<p>1.5.3 Build a financially sustainable Capital Works Program for the next 10 years that aligns with the strategic directions of Council and the needs of the community.</p>	<p>Review of current 10 year Capital Works Program is completed.</p> <p>New 10 year Capital Works Program is developed considering Council's priorities and directions by 30 June 2023.</p>	<p>The review of the current 10-year Capital Works Program was completed and the new Program has been discussed with Councillors.</p> <p>The new Program aligns with the important work that has been undertaken in relation to our long-term financial sustainability.</p>	



Bentleigh
Library and
Youth Hub



Entry



GLSEN
GLEN EIRA
CITY COUNCIL

STRATEGIC DIRECTION 2

ACCESS TO WELL DESIGNED AND MAINTAINED OPEN SPACES AND PLACES

STRATEGIC OUTCOME:

Our public open spaces and places support a healthy and connected community and contribute to a more sustainable and vibrant City.

We will focus on proactively acquiring, developing and unlocking public open spaces and places for our residents to support an active, safe and connected community and contribute to a more sustainable and vibrant City.

KEY STRATEGIES

— *Open Space Strategy Refresh 2020*

ACHIEVEMENTS AND CHALLENGES

- Caulfield Park No.1 oval was awarded the Victorian Sub-District Cricket Association top ranked turf wicket and Murrumbeena No.1 oval was awarded Cricket Southern Bayside Ground of the Year.
- Demolished five properties to create new open space.
- Renewed and upgraded more than 6,000 square metres of footpath across the municipality, including along footpath upgrade works in Glen Huntly Road.
- Commenced the redevelopment of the Carnegie Memorial Swimming Pool in February 2023.
- Although we have been successful in acquiring properties to convert to new open spaces, we face challenges in finding appropriate new open space locations, funding larger open space projects and working with other agencies in achieving a joint vision.

COUNCIL SERVICES

We funded the following services in the 2022–23 *Budget* that relate to this strategic direction. Table 9 below describes the service, including the people or sections of the community the service is provided for.

Table 9 Services funded under Strategic Direction 2

Service	Description	Net cost 2022–23 \$000		
		Actual	Budget	Variance
Park Services	Manages and maintains our open spaces, including sporting ovals, active recreation spaces and playgrounds, barbecues and picnic facilities, garden beds, park lighting, lawn areas, irrigation systems, as well as all trees in activity centres, streets, parks, reserves and on nature strips.	11,183	12,695	1,512
Recreation and Open Space	Supports diverse sporting facilities, recreational activities, sports clubs and community events in our parks. Manages the strategic planning of our parks and reserves to provide and maintain infrastructure and facilities, including sportsgrounds, sports facilities, open space and picnic shelters.	624	1,170	546
Total for Strategic Direction 2		11,807	13,865	2,058

SERVICE PERFORMANCE INDICATORS

There are no prescribed indicators of service performance under Strategic Direction 2.

STRATEGIC INDICATORS

Table 10 Council Plan Strategic Indicator Results Strategic Direction 2

Strategic Indicator	Performance Measure	Result
Increased open space provision in accordance with the priorities outlined in the <i>Open Space Strategy</i> .	Increased hectares of available public space and/or increase in access to open space owned by others.	<p>We have acquired a property at 10 Ames Avenue, Carnegie (766m²), which will greatly contribute to the size of the future open space at the former Rosstown Aged Care site.</p> <p>Additionally, we have settled on properties at 15, 17 and 19 Oakdene Crescent, Carnegie (2,060m²), which will be developed into open spaces in the future.</p> <p>Furthermore, we have demolished properties at 1 Tranmere Avenue (621m²) and 21 Hewitts Road (541m²), Carnegie, as well as houses at 15, 17 and 19 Porter Road, Bentleigh (184m²). Following the demolitions, the areas were levelled and grassed and are now open for community access. Additionally, we have levelled and grassed the land at 64 and 66 Mackie Road, Bentleigh East (2,500m²), ensuring its suitability for public use.</p>

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Improved access, quality and safety of our active open space facilities, including our sporting and recreation reserves.	Increased utilisation rates of public spaces and facilities.	<p>Overall sports club participation numbers and booking numbers for picnic shelters in open space have increased in 2022–23.</p> <p>Council has completed the construction of a number of multi-purpose facilities this year which provide increased opportunity for use by sports clubs and other community users. The multi-purpose courts at East Caulfield Reserve, Caulfield East and Moorleigh Community Village Reserve, Bentleigh East are now open for free community access at nominated times also increasing opportunities for usage.</p>
	Community satisfaction with recreation facilities is maintained or increased.	Community satisfaction with recreational facilities maintained its rating of 76 per cent from 2022. The metropolitan average result was 72 per cent, down from 73 per cent.
More flexible open spaces and places which cater for passive enjoyment and improve participation in active recreation.	Flexible designs enable passive and active components in recreation projects.	<p>Community engagement was undertaken, and designs have been endorsed for:</p> <ul style="list-style-type: none"> — Mackie Road Reserve play space, Bentleigh East; — Packer Park play space, Carnegie; — Ames Avenue new open space, Carnegie; — Porter Road new open space, Bentleigh; and the — Murrumbeena Park Seniors outdoor fitness facility and active space. <p>These provide access to flexible passive options for all ages.</p>
	Delivery of active recreation facilities and programs in line with targets set in the <i>Active Recreation Action Plan</i> .	<p>The following facilities have been delivered in line with commitments in the <i>Active Recreation Action Plan</i>:</p> <ul style="list-style-type: none"> — Princes Park Playspace, Caulfield South upgrade has been completed with the inclusion of active recreation facilities; — construction of multi-purpose cricket net facilities has been completed at Caulfield Park, Caulfield North and Koornang Park, Carnegie; — construction of a basketball/netball court facility and an extension to the cricket net facility to provide a multi-purpose basketball space has also been undertaken at Centenary Park, Bentleigh East; and — construction of a new outdoor fitness facility has commenced at Bailey Reserve, Bentleigh East.
	Utilisation of multi-function spaces is increased.	<p>The installation of lighting on oval 2 at Caulfield Park, Caulfield North has increased utilisation for community use. There has been increased utilisation of the cricket net facilities at Caulfield Park, Caulfield North, Koornang Park, Carnegie and Centenary Park, Bentleigh East following their redevelopment into multi-purpose facilities.</p> <p>The East Caulfield Reserve, East Caulfield and Moorleigh Community Village Reserve, Bentleigh East multi-purpose courts have been opened up for free use by the community outside of scheduled bookings.</p>

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Improved look and feel of our activity centres, including cleanliness, footpath condition, graffiti, waste management, trees, parking, safety and lighting.	Community satisfaction with the condition of local streets and footpaths is maintained or increased.	Community satisfaction with the condition of local streets and footpaths remained higher than the metropolitan average at 64 per cent in 2023, down from 66 per cent in 2022. The metropolitan average result was 57 per cent, down from 63 per cent.
	Community perceptions of safety in activity centres are maintained or increased.	<p>The community's 'feeling of safety when walking in their local area alone during the day' increased from 95 per cent in 2022 to 96 per cent in 2023.</p> <p>The community's 'feeling of safety when walking in their local area alone after dark' dropped from 67 per cent in 2022 to 64 per cent in 2023.</p>
	Footpath condition ratings meet or exceed intervention levels.	Footpath condition rating of our footpath network is carried out every four years. The last condition rating was carried out in 2021. During this process we captured defects such as cracks, displacements or unevenness. This rating assists in determining the priority of paths requiring either maintenance or renewal works. The footpath condition rating met intervention levels as per the 2021 Footpath Condition Survey, indicating that the overall condition of the footpath network has improved over the years. Ongoing work is carried out in reviewing review our footpath program and making improvements to the network.
	Delivery of projects and programs that improve the amenity of our activity centres.	Our <i>Parklet Program</i> delivered 20 parklets that enhanced the amenity and the vibrancy of our shopping strips. Council resolved to continue the program on a fee-paying basis. Seven parklets will remain in place for the following year.
	Increased availability of empathetic parking in all major activity centres and neighbourhood centres.	<p>Empathetic parking assists those in our community who are generally regarded as less mobile, such as seniors and parents with prams.</p> <p>Empathetic spaces were provided at 11 public off-street car parks within Glen Eira during 2022–23. Spaces were provided at parks and reserves, including:</p> <ul style="list-style-type: none"> — Moorleigh Village, Bentleigh East; — Marlborough Street Reserve, Bentleigh East; — Bentleigh Library, Bentleigh; — 1–5 Bent Street, Bentleigh; — Murrumbeena Park, Murrumbeena; and — car parks in Bentleigh.
	Increased quantity of trees in activity centres in line with targets set under the <i>Urban Forest Strategy</i> .	<p>To improve the look and feel of our activity centres, tree planting opportunities were identified in activity centres across Carnegie, Bentleigh East and Murrumbeena.</p> <p>Five large, advanced trees were planted within the small pocket park in Carnegie, Bentleigh Library lawn area and several local shopping strips in Bentleigh East.</p>

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
New and refurbished multi-purpose spaces and facilities that maximise usage by a diverse range of community members and groups.	Delivery targets for capital works projects are achieved.	Total capital expenditure at the end of June 2023 was \$57.3 million against an annual forecast of \$82 million. This was a positive result given a range of construction industry challenges due to COVID-19. Project costs escalated due to inflated prices of timber, concrete and steel. Material and resource supply shortages also contributed to cost escalations and longer lead times. Taking these constraints into account, we will build a prioritised, financially sustainable Capital Works Program for the next 10 years that aligns with the strategic directions of Council and the needs of the community.
	Achieve target utilisation rates for new and refurbished facilities reflective of the Glen Eira population demographics.	Capital works projects delivered in 2022–23 included the construction of multi-purpose sport facilities at Centenary Park, Bentleigh East, which has extended opportunities for sports club training and for use by the broader community for a range of activities.
Greater access to public spaces and places, managed by others, for example the Caulfield Racecourse Reserve, Level Crossing Removal Authority, education facilities and neighbouring councils.	Increased advocacy, partnerships and agreements with other organisations for access by Glen Eira residents.	Council adopted advocacy priorities for the state election in November 2022. The advocacy program was successful in securing \$3 million for the new pavilion at Mackie Road Reserve, Bentleigh East, as a part of Council's masterplan to provide future focus for our open space, as well as \$500,000 of lighting upgrades to Koornang Park and Lord Reserve in Carnegie to improve access to these parks. Ongoing advocacy has continued in progressing discussions for more open space in Glen Eira. This has included sending letters, providing information and holding meetings to advance our priorities.

MAJOR INITIATIVES



Achieved

Not achieved within
Council's controlNot achieved due to factors
outside of Council's control

Table 11 Major Initiatives under Strategic Direction 2

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 2.1 Increase the quantity and quality of public open spaces for our residents.			
2.1.1 Actively pursue opportunities to invest in public open space towards our \$26.9 million target over four years.	<p>A minimum of \$5.0 million spent on acquisition of new open space in identified gap areas.</p> <p>Greater or equal level of community satisfaction with Council's existing open space.</p>	<p>Three properties, 15, 17 and 19 Oakdene Crescent, Carnegie settled in June 2023 with a total acquisition cost \$5,688,000. These will be developed into open space in the future.</p> <p>Community satisfaction with the appearance of public areas decreased from 77 per cent in 2022 to 74 per cent in 2023. This was in line with the metropolitan average result going down from 72 in 2022 to 68 per cent in 2023.</p>	
Strategic Priority: 2.2 Develop, improve and maintain the amenity of our public places and precincts.			
<p>2.2.1 Deliver our open space commitments within our Capital Works Program including:</p> <ul style="list-style-type: none"> — Detailed design of Selwyn Street, Elsternwick Cultural Precinct. — Commence construction of Carnegie Memorial Swim Centre. — Complete Porter Road, Bentleigh site investigation, concept design and community consultation. — Construction of stairs from the existing central path to the shared perimeter pathway at Duncan Mackinnon Reserve. — Complete construction of Eat Street, Bentleigh. 	<p>100 per cent of community engagement on open space commitments undertaken in accordance with our <i>Community Engagement Strategy</i>.</p> <p>Capital Works projects are completed by June 2023 in accordance with agreed budget and timelines.</p>	<p>All community engagements were undertaken in accordance with our <i>Community Engagement Strategy 2022–2026</i>.</p> <p>Selwyn Street, Elsternwick Cultural Precinct — This project has been deferred to ensure the large private developments occurring in Selwyn Street do not have a detrimental impact on our vision for the Precinct. Detailed design will now occur in 2025.</p> <p>Carnegie Memorial Swimming Pool, Carnegie — Site works commenced on 27 February 2023 and main demolition works commenced on 5 March.</p> <p>Porter Road, Bentleigh — Demolition of all three properties has been undertaken. Concept plans have been developed and presented to Council. Community engagement has been undertaken on two proposed concepts.</p> <p>Duncan Mackinnon Reserve, Murrumbeena stairs — The tender closed in December 2022. The tenders received did not represent value for money for Council. A second tender process has been undertaken and contract awarded. Construction is scheduled to commence in July 2023.</p> <p>Eat Street, Bentleigh — Stage one of the construction was completed and opened to the public on 9 October 2022. Stage two has been deferred due to cost escalations and gas mains renewal works by the service authority, which clash with the streetscape works. Stage two is planned to be refreshed to be in line with the <i>Bentleigh Structure Plan</i> and the current economic climate.</p>	

MAJOR INITIATIVES

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 2.4 Seek innovative approaches to increasing access to open space through partnerships and multipurpose design and find ways to unlock access to open space owned by others.			
<p>2.4.1 Increase advocacy partnerships and agreements with other organisations for access to open space by Glen Eira residents.</p> <p>—Progress advocacy on the Level Crossing Rail Program (LXRP) open space provision.</p> <p>—Progress advocacy on Caulfield Racecourse Reserve, Caulfield North.</p>	<p>Consultation on pop-up park opportunities is conducted in Camden Ward gap areas.</p> <p>Open space partnership advocacy map developed.</p> <p>Community engagement completed on the future use of former Rosstown Aged Care site.</p> <p>Council continues to support the advocacy efforts of the <i>Caulfield Racecourse Reserve Trust – Land Management Plan</i>.</p> <p>Officers engage regularly with the Trust and provide six monthly updates to Council.</p>	<p>Consultation on pop-up park opportunities in Camden Ward are underway, including the Alma Village, Caulfield North Pop-Up Park. Consultation closes 23 July 2023.</p> <p>Open space advocacy was mapped as part of Council's priority advocacy projects 2022–23 and state election advocacy asks. This included a comprehensive set of open space asks across the municipality and identified opportunities for partnerships with the Caulfield Racecourse Reserve Trust (CRRT).</p> <p>Consultation around the former Rosstown Aged Care, Murrumbeena site was completed. Residents were given two park designs to have their say on and provide feedback. Community feedback on the space has been reviewed and Council endorsed option two as the preferred concept design at the Ordinary Council Meeting on 21 March 2023.</p> <p>We received a commitment of \$30 million from the Victorian Liberal Party during the election campaign to progress stage one of the <i>Caulfield Racecourse Reserve Management Plan</i>. This funding was not matched by the Labor Government. Council continues to work closely with both the Level Crossing Removal Project (LXRP) and the CRRT to maximise open space opportunities for Glen Eira residents.</p> <p>In March 2023, the Mayor and CEO hosted a meeting with the Shadow Minister for Local Government at the Caulfield Racecourse Reserve, further underscoring the advocacy partnership. Regular meetings were held with the LXRP and the CRRT to strengthen these relationships and support for both priorities formed the basis of our federal election advocacy campaign.</p> <p>Officers are in regular contact with the CRRT on strategic and communications matters to ensure priorities are well understood and publicised with interested parties and regularly provide updates to Council.</p>	

ANNUAL COMMITMENTS 2022–23



Achieved

Not achieved within
Council's controlNot achieved due to factors
outside of Council's control

Table 12 Council Plan Annual Actions Strategic Direction 2

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 2.2 Develop, improve and maintain the amenity of our public places and precincts.			
2.2.2 Renew our Asset and related plans to underpin the ongoing maintenance and sustainability of our assets.	Council's <i>Asset Management Framework</i> , which includes the <i>Asset Management Policy</i> , <i>Asset Management Strategy</i> and <i>Asset Management Plans</i> reviewed and refreshed.	<p>The <i>Asset Plan</i> was adopted on 28 June 2022 based on industry benchmarking and best practice.</p> <p>The review of the existing <i>Asset Management Policy</i> and <i>Strategy</i> was completed.</p> <p>The review process has been completed with a number of improvement initiatives and draft actions identified, including the development of the climate centric <i>Asset Management Framework (AMF)</i>. An asset management specialist has been engaged to assist in the development of climate centric actions to inform the revised documents. The development of these actions is currently underway and once finalised, these actions will be incorporated into the AMF documents. Following this, the revised AMF documents will be presented to Council for endorsement, which is anticipated to be in September 2023.</p>	
Strategic Priority: 2.3 Provide improved access to a mix of passive and active spaces that are inclusive, fit for purpose, flexible and adaptable to meet the needs of our diverse community, now and into the future.			
2.3.1 Invest in providing access to spaces that provide a mix of passive and active recreation. <ul style="list-style-type: none"> — Complete Packer Park, Carnegie playground detailed design. — Develop concept design and conduct community consultation for an intergenerational precinct at Caulfield Park, Caulfield North. — Conduct feasibility study and concept design of Grey Brick pavilion at Caulfield Park, Caulfield North. 	Community engagement on new spaces undertaken in accordance with the <i>Community Engagement Strategy</i> . Projects completed.	<p>Detailed design has been completed for the redevelopment of Packer Park Playground, Carnegie.</p> <p>Draft concept plans were developed for the intergenerational precinct at Caulfield Park, Caulfield North. Due to funding limitations, Council has decided not to proceed with the project at this stage.</p> <p>A feasibility study was conducted and a draft concept plan has been developed for the Grey Brick Pavilion redevelopment at Caulfield Park, Caulfield North. The timing of the next stage of this project will be reviewed as part of Council's work on the long-term Capital Works Program.</p>	
2.3.2 Prepare an annual report in collaboration with Elsternwick, Bentleigh and Carnegie Traders Associations to identify amenity improvement opportunities in the activity centres.	<i>Annual report</i> completed.	The annual amenity reports for Elsternwick, Carnegie and Bentleigh were completed. A range of actions identified in each report are being progressively implemented and monitored to ensure completion. All reports have been issued to the relevant Trader Associations for noting.	



STRATEGIC DIRECTION 3

A LIVEABLE AND WELL PLANNED CITY

STRATEGIC OUTCOME:

Our planning aims to balance population growth with enhancing the unique character and heritage of our City.

We will focus on progressing planning controls which seek to balance the need for population growth with maintaining the character of our neighbourhoods and activity centres. We will seek to strengthen controls to enable us to sustainably manage the growth and change and direct most of the new growth into our network of vibrant activity centres.

KEY STRATEGIES

- *Glen Eira City Plan*
- *Glen Eira Housing Strategy 2022*
- *Integrated Transport Strategy 2018–2031*

ACHIEVEMENTS AND CHALLENGES

- The *Housing Strategy* was adopted by Council on 2 November 2022.
- The *Caulfield Structure Plan* was adopted by Council on 20 September 2022.
- The *Carnegie Structure Plan* was adopted by Council on 9 August 2022.
- The Level Crossing Removal Project (LXRP) has affected local traders and residents. The project has resulted in the removal of Glen Eira's last two-level crossings and will significantly ease congestion along Glenhuntly and Neerim Roads. The disruptions caused by the project have caused temporary challenges with local residents and traders. Council has been supporting the community through advocacy and a number of initiatives, such as special condition trader parking permits and social media campaigns to encourage the wider community to shop in Glen Huntly during the disruptions.
- Reduced levels of state and federal funding for social and affordable housing has created housing stress and hardship for many residents. The limited capacity for local government to contribute to improved housing outcomes along with a shifting of responsibilities from other levels of government has created a challenge for Council and our community to respond to this difficult issue.

COUNCIL SERVICES

We funded the following services in the 2022–23 Budget that relate to this strategic direction. Table 13 below describes the service, including the people or sections of the community the service is provided for.

Table 13 Services funded under Strategic Direction 3

Service	Description	Net cost 2022–23 \$000		
		Actual	Budget	Variance
City Futures ⁹	Manages the Glen Eira Planning Scheme, implementing planning scheme amendments and recommendations from Council strategies, including our <i>Housing Strategy</i> and activity centre structure plans. Through our integrated land-use planning, sustainable transport, urban design and business support programs, we deliver place-based outcomes and promote a vibrant local economy in vibrant, functional and appealing activity centres	3,732	4,872	1,140
Planning and community safety	Oversees regulations for urban planning, buildings, traffic engineering and local laws. It includes traffic and parking; school crossing safety, as well as building and animal control.	3,426	1,764	(1,662)
Roads, drains and building maintenance	Maintains and develops infrastructure, such as roads, footpaths, drainage, kerbs, gutters and buildings. It also includes street lighting, street furniture, engineering design and construction, line marking, emergency services and road rehabilitation.	15,866	16,612	746
Total for Strategic Direction 3		23,024	23,248	224

SERVICE PERFORMANCE INDICATORS

Table 14 Prescribed indicators of service performance under Strategic Direction 3

Service/indicator/measure	2020	2021	2022	2023	Material variations and comments
ROADS					
Satisfaction of use					
Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	56.22	44.98	61.92	96.59	There was an increase in the number of road-related requests from 309 to 482 during the 2022–23 period. This increase was due to: 1. the Railway Level Crossing Removal Project (LXRP) was in progress and the number of heavy vehicles using the local roads increased, causing damage to local roads; and 2. a reduction in the investment on-road projects.
Condition					
Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	88.96%	87.35%	91.18%	89.78%	

⁹ City Futures budget is different to the adopted budget due to changes to the organisational structure that took effect on 1 July 2022.

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	2020	2021	2022	2023	Material variations and comments
Service cost					
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$143.70	\$138.93	\$147.88	\$177.99	The increase in road reconstruction cost depends on many factors such as tender price received, size of work, increase in material price.
Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$24.50	\$26.68	\$23.70	\$25.80	
Satisfaction					
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	73.00	70.00	69.00	67.00	
STATUTORY PLANNING					
Timeliness					
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	50.00	64.00	59.00	66.00	While there has been an increase in the median days, Glen Eira is still one of the best performing metropolitan councils in terms of time taken to determine planning applications.
Service standard					
Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	87.71%	87.09%	89.35%	88.33%	
Service cost					
Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$3,093.79	\$2,899.11	\$2,646.07	\$3,103.85	The number of planning permit applications reduced this financial year by approximately 23 per cent on the previous financial year. This impacted the cost of service, as did Victorian Government cost shifting as part of its planning reform, which reduced the involvement of Council as the primary decision maker in some types of applications, but still required Council to undertake work in a referral capacity.
Decision-making					
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	83.33%	58.82%	66.67%	70.00%	

STRATEGIC INDICATORS

Table 15 Council Plan Strategic Indicator Results Strategic Direction 3

Strategic Indicator	Performance Measure	Result
Planning for greater certainty and clarity in how our priority growth areas will be managed.	Permanent planning controls are introduced into the <i>Glen Eira Planning Scheme</i> to help manage growth across the major activity centre network.	<p>Structure plans for Bentleigh and Elsternwick were in draft at year end. Consultation on the <i>Elsternwick Structure Plan</i> closed in December 2022 and Council will consider adopting the <i>Plan</i> in August 2023. The <i>Bentleigh Structure Plan</i> will be out for community consultation for a period of six weeks from August to September 2023. Following consultation, the <i>Structure Plan</i> will be considered by Council for adoption.</p> <p>Planning scheme amendments to implement the controls proposed by the structure plans will progress through the planning scheme amendment phases to secure permanent planning controls.</p> <p>Authorisation to progress Planning Scheme Amendment C237 to implement the <i>Carnegie Structure Plan</i> was granted by the Minister for Planning in June 2023.</p>
	Permanent planning controls are introduced into the <i>Glen Eira Planning Scheme</i> to help manage growth within the Caulfield South, Caulfield Park and Bentleigh East neighbourhood activity centres.	<p>Amendment C231 for Caulfield South was adopted by Council on 8 February 2023. We are currently awaiting final approval by the Minister for Planning.</p> <p>Amendment C243 for Caulfield Park was adopted by Council on 28 February 2023. We are currently awaiting final approval by the Minister for Planning.</p> <p>Amendment C247 for East Bentleigh was authorised on 24 May 2023. Exhibition will commence in September following consultation on the draft <i>Bentleigh Structure Plan</i> in July and August.</p>
	Improved satisfaction with public communication about the role and function of Council planning, including the related strategies and policy frameworks.	<p>We continue to explore and apply diverse communications and engagement activities on all major projects, including a minimum six-week community consultation period.</p> <p>In 2022–23, we undertook more face-to-face consultations while maintaining online opportunities for community involvement.</p> <p>Public submissions received for the draft <i>Elsternwick Structure Plan</i> were summarised and presented to Council for noting and were available to the public. This was presented ahead of any final changes to the <i>Structure Plan</i> to demonstrate transparency in communicating our structure planning process.</p> <p>Our communications approach aims to educate the community about our role as a planning authority and how our work fits within the Victorian planning system. Our structure plans also detail how they relate to other strategies and frameworks, particularly the <i>Housing Strategy</i> through our <i>Integrated Planning and Reporting Framework</i>. Our approach aims to demonstrate how structure plans apply the recommendations of several related strategies in particular the recommendations of the <i>Open Space Strategy</i>, <i>Climate Emergency Response Strategy</i> and <i>Urban Forest Strategy</i>.</p> <p>We continue to seek opportunities to improve how we communicate the role and function of planning in recognition of the level of community interest in this area.</p>

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Planning for greater certainty and clarity in how our priority growth areas will be managed.	Council's urban strategic planning includes consideration of the goals outlined in the <i>Open Space Strategy</i> , the <i>Our Climate Emergency Response Strategy</i> and the <i>Urban Forest Strategy</i> .	All structure plans and the <i>Housing Strategy</i> incorporate the key goals and objectives outlined in Council's <i>Open Space</i> , <i>Urban Forest Strategy</i> and <i>Our Climate Emergency Response Strategies</i> . These key goals and objectives are also featured in the implementation plans.
Planning for a range of housing options to meet community needs with opportunities for increased social and affordable housing.	Sustainable growth and development are guided by the directions contained in the <i>Glen Eira Housing Strategy</i> .	The <i>Housing Strategy</i> was endorsed by Council in November 2022. The <i>Strategy</i> outlines how we intend to meet the diverse housing needs of our existing and future communities for the next 15 years and beyond. The <i>Strategy</i> highlights the importance of social and affordable housing. Following adoption, planning controls have been progressed for the purpose of commencing a planning scheme amendment early 2024.
	The goals outlined in the <i>Social and Affordable Housing Strategy</i> are progressed.	All actions have been completed for year four of the <i>Social and Affordable Housing Strategy</i> and the outcomes of the <i>Strategy</i> are being evaluated. Key achievements included: —participating in sector groups, including the Municipal Association of Victoria's Inter Council Affordable Housing Forum; —mapping and identification of Victorian Government sites to increase ability to advocate for social and affordable housing; and —meeting with and building relationships with housing and homelessness organisations.
Planning that provides guidance to Council on the best location of future community assets.	Structure plans and other strategies inform Council's investment in local facilities and spaces.	The adopted <i>Caulfield</i> and <i>Carnegie Structure Plans</i> and the draft <i>Elsternwick</i> and <i>Bentleigh Structure Plans</i> contain an implementation plan where public realm improvements and community projects are identified. High priority improvement works and project feasibilities from these plans have been referred to our 10-year Capital Works Program for funding consideration.
	Prepare a <i>Placemaking Framework</i> and progress public realm and place making initiatives in accordance with the adopted <i>Framework</i> .	The <i>Placemaking Framework</i> was adopted by Council in May 2023. To promote the merits of placemaking, a series of works was undertaken, including a streetscape upgrade to the Watson Grove and Grange Road corner in Glen Huntly. A laneway upgrade in Carnegie and a mural in Bentleigh East were also completed.

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
The progression of safe, accessible and sustainable transport initiatives.	Improved community perceptions of the availability of safe and accessible transport options in Glen Eira.	<p>There was not the opportunity to survey or assess the community's perception of the availability of safe and accessible transport options in Glen Eira. This coming year, we will be refreshing the <i>Integrated Transport Strategy</i>, which will include surveying the community on this item and other transport matters. However, work continues to progress on providing the community with safe, accessible and sustainable transport options.</p> <p>We are implementing the four-year Cycling Program and made an ongoing annual budget commitment to implement cycling improvements in accordance with our <i>Integrated Transport Strategy 2018</i> and the <i>Cycling Action Plan 2019</i>. We delivered the East Caulfield Reserve connection, which consisted of a section of shared path and signage to connect the Djerring Trail to Sir John Monash Drive, Caulfield. We delivered the section of the Rosstown Rail Trail between Glenhuntly Road, Elsternwick and Hawthorn Road, Caulfield South. Additional bike parking was installed across the City.</p> <p>Council continues to promote the program and completed works through the Strategic Transport Advisory Committee, which includes resident members.</p>
	Completion of agreed capital works programs aimed at improving the safety and accessibility of sustainable transport.	<p>We delivered on key projects contained in our four-year Cycling Program of Works, including:</p> <ul style="list-style-type: none"> — completion of Stage One, Rosstown Rail Trail; — completion of the cycle link within East Caulfield Reserve linking the Djerring Trail to Queens Avenue; — completed concepts for the extension of the Frankston Rail Trail linking Bentleigh to Moorabbin, which will be used to source external funding support; and — additional bike parking installed in Bentleigh, McKinnon, Caulfield South and Carnegie.
Advocate for improved transport infrastructure.	Key stakeholders have increased awareness about the improvements needed in transport infrastructure in Glen Eira.	<p>We continued to action the key objectives of the <i>Public Transport Advocacy Plan</i>. Integrated transport and connectivity is a key advocacy priority for Council.</p> <p>These priorities are presented in the <i>Priority Advocacy Projects 2022–23</i>, which details our transport and connectivity needs, including upgrades to public interfaces to Caulfield Station and to progress a new light rail connection from Elsternwick to Clayton and the Trackless Rapid Transport connection from Caulfield to Rowville via Monash University.</p>
	Priority transport infrastructure policy reforms are progressed.	<p>We continued to advocate for future public transport commitments from the Australian and Victorian Governments for a new light rail connecting Elsternwick to Clayton and a Trackless Rapid Transport connection between Caulfield and Rowville via Monash University.</p>

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Protecting Glen Eira's built heritage.	Additional heritage reviews undertaken for two suburbs/centres.	We completed heritage reviews for McKinnon and Caulfield North in June 2023.
	Annual reporting to Council on properties and precincts that are included in adopted heritage reviews, amendments on exhibition and included in the Schedule to the Heritage Overlay.	The annual report on the status of heritage projects was presented to Council in May 2023.

MAJOR INITIATIVES



Achieved





Not achieved within Council's control




Not achieved due to factors outside of Council's control

Table 16 Major Initiatives under Strategic Direction 3

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 3.1 Actively progress our planning priorities to manage growth and maintain the character and heritage of our City.			
3.1.1 Progress our structure planning program.	Draft structure plans for Bentleigh and Elsternwick prepared and reported to Council for community engagement.	The draft <i>Bentleigh Structure Plan</i> is scheduled to be presented to Council on 4 July 2023 seeking endorsement to commence community consultation. Consultation on the draft <i>Elsternwick Structure Plan</i> closed on 16 December 2022. The final <i>Structure Plan</i> is scheduled to be presented to Council in September 2023 for adoption.	
	Final <i>Caulfield Structure Plan</i> reported to Council for adoption.	The final <i>Caulfield Structure Plan</i> was adopted by Council on 20 September 2022. Planning controls are now being drafted and will be presented to Council for endorsement in September 2023.	
	<i>Carnegie Structure Plan</i> reported to Council for adoption and referred to independent planning panel by 30 June 2023.	The Minister for Planning authorised Planning Scheme Amendment C237 (<i>Carnegie Structure Plan</i>) in June 2023. The amendment will commence exhibition in August 2023 for a period of six weeks. Authorisation of the amendment from the Victorian Government took 10 months, consequently it was not possible to progress the amendment through to a planning panel by June 2023.	
Strategic Priority: 3.2 Plan for diverse housing options to meet community needs now and into the future.			
3.2.1 Plan for Glen Eira's future diverse housing needs while seeking improved neighbourhood character and sustainability outcomes.	Following community feedback, the <i>Housing Strategy</i> is finalised and reported to Council for adoption.	The <i>Housing Strategy</i> was adopted by Council on 2 November 2022. Draft policies and controls are currently being prepared as the basis for a planning scheme amendment.	

MAJOR INITIATIVES

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 3.4 Support and facilitate local job creation by enhancing our activity centres to be thriving and vibrant hubs.			
3.4.1 Identify projects and programs that improve the appeal and function of our activity centres.	Placemaking Framework reported to Council for adoption.	<p>The <i>Placemaking Strategy</i> was adopted by Council on 2 May 2023.</p> <p>A 10-year <i>Activity Centre Streetscape Improvement Program</i> is being developed to assist in delivering streetscape improvements across most activity centres.</p> <p>The Activity Centre Minor project is complete, including:</p> <ul style="list-style-type: none"> —small murals delivered in Carnegie and Bentleigh East; —tree planting carried out in two local neighbourhood activity centres; and —additional tree planting in the Carnegie Community Space. 	

ANNUAL COMMITMENTS 2022–23



Achieved





Not achieved within Council's control






Not achieved due to factors outside of Council's control



Table 17 Council Plan Annual Actions Strategic Direction 3

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 3.1 Actively progress our planning priorities to manage growth and maintain the character and heritage of our City.			
3.1.2 Protect Glen Eira's heritage.	Two new heritage reviews for Carnegie and McKinnon are reported to Council for adoption.	<p>Heritage reviews have been completed for Carnegie, McKinnon and Caulfield North. At year end, the McKinnon heritage review was pending consideration by Council at its meeting scheduled for 4 July 2023.</p> <p>With significant structure planning work undertaken for the Carnegie Activity Centre, along with heritage protection already applied to the commercial core of the centre and substantial residential areas to the west and south, priority was given to progress a heritage review in Caulfield North for 2022–23.</p>	
3.1.3 Increase promotion and understanding of the status of heritage protection in Glen Eira.	Annual Heritage Report is presented to Council.	<p>We updated our Heritage Studies webpage to include a visual timeline of Glen Eira's Heritage Studies.</p> <p>The Annual Heritage Report was presented to Council on 2 May 2023.</p>	

ANNUAL COMMITMENTS 2022–23

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 3.2 Plan for diverse housing options to meet community needs now and into the future.			
3.2.2 Plan, provide, advocate and partner for improved social and affordable housing outcomes by implementing the <i>Social and Affordable Housing Strategy 2019–2023</i> .	Minimum of 90 per cent of the year four <i>Social and Affordable Housing Strategy Action Plan</i> implemented.	<p>All actions within the <i>Social and Affordable Housing Strategy 2019–2023</i> are now implemented.</p> <p>Achievements this quarter include:</p> <ul style="list-style-type: none"> — conducting meetings to build and expand community housing sector partnerships; — reporting updated social and affordable housing data to Council; and — endorsing updated advocacy and priority statements on social and affordable housing. 	
3.2.3 Complete a review of our existing approach to increasing social and affordable housing.	A future advocacy approach and agreed priorities are developed.	<p>A list of Victorian Government sites was developed for Council to consider advocacy to the Victorian Government to increase the number of social and affordable housing dwelling on Victorian Government owned land.</p> <p>On 13 June 2023, Council endorsed new advocacy and priority statements regarding social and affordable housing.</p>	
Strategic Priority: 3.3 Advocate for a transport network that provides safe, accessible and sustainable transport options for our community.			
3.3.1 Continue our advocacy for integrated transport and connectivity to support the 50:50 mode share shift.	<p>Endorsed State election advocacy campaign includes <i>Integrated Transport Strategy</i> priorities.</p> <p>Council's voice is represented in regional advocacy collaborations on transport and cycling infrastructure.</p>	<p>In 2022, Council's state election campaign focused on a range of funding requests for projects to support integrated transport and connectivity, including seeking \$4 million to support the delivery of 31 road safety, walking and cycling improvements as part of the Pedestrian Safe Neighbourhood Project at Coatesville Primary School, Bentleigh East and \$1 million to improve pedestrian access, traffic management and parking around Caulfield Station.</p> <p>In 2023, Council has continued to raise awareness about its advocacy initiatives. At a regional collaboration level, Council has raised the advocacy priorities around integrated transport with newly elected Members of the Legislative Council for the Southern Metropolitan Region. Integrated transport has also formed part of Council's advocacy planning for 2023–24.</p>	

ANNUAL COMMITMENTS 2022–23

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 3.3 Advocate for a transport network that provides safe, accessible and sustainable transport options for our community.			
<p>3.3.2 Improve cycling infrastructure and connectivity including:</p> <ul style="list-style-type: none"> — Complete the design requirements for the entire length of the Rosstown Rail Trail and commence delivery of stage one. — Complete the East Caulfield Reserve cycling connection between Djerring Trail and Caulfield activity centre. — Complete the design feasibility assessment for <i>Inkerman Road Safe Cycling Corridor</i>. 	<p>A safe cycling corridor design for Inkerman Road reported to Council for adoption and upon endorsement community engagement is commenced.</p> <p>Minimum of 90 per cent of the year one Cycling Program actions implemented.</p>	<p>The design feasibility for the <i>Inkerman Road Safe Cycling Corridor</i> was completed and reported to Council in November 2022. Council resolved not to proceed with the project due to the overall project cost and impacts on street parking.</p> <p>A minimum of 90 per cent of the year one Cycling Program actions were implemented. This included:</p> <ul style="list-style-type: none"> — completing the concept design for the entire Rosstown Rail Trail; — stage one of the trail between Glenhuntly Road, Elsternwick and Hawthorn Road, Caulfield South has been delivered; and — completing the East Caulfield Reserve cycling connection, linking the Djerring Trail to the Caulfield Station precinct. 	
<p>3.3.3 Improve local street parking at the neighbourhood level.</p>	<p>A <i>Neighbourhood Parking Implementation Plan</i> in Elsternwick is developed.</p>	<p>The <i>Neighbourhood Parking Implementation Plan</i> in Elsternwick has not yet been developed due to the multideck parking project in Elsternwick no longer going ahead.</p> <p>Work continues to improve local street parking at the neighbourhood level across the whole of Glen Eira, starting with Elsternwick.</p>	



Sustainability Champions 2023

STRATEGIC DIRECTION 4

A GREEN AND SUSTAINABLE COMMUNITY

STRATEGIC OUTCOME:

Our actions and priorities aim to protect our community from the worst impacts of climate change.

Council will partner with the community, other agencies and all levels of government to prioritise environmental initiatives and take urgent action to reduce emissions and waste in order to protect public health, strengthen the economy and become a city that mitigates and adapts to climate change.

KEY STRATEGIES

- *Our Climate Emergency Response Strategy 2021–2025 | Dhumbali Wurrungi-Biik Parbin-Ata*
- *Glen Eira Urban Forest Strategy*

ACHIEVEMENTS AND CHALLENGES

- Ecological improvements to Caulfield Lake environment, which included removing extensive leaf litter to improve the water quality, relocating duck and geese species to regional Victoria to allow for safer nesting and grazing of native duck and bird life.
- We held two plant giveaway events and two community planting events where over 3,200 indigenous grasses were planted.
- We installed nine electric vehicle charging stations at Town Hall with the capacity to charge 18 vehicles simultaneously. As at 30 June 2023, we had 12 electric vehicles in service, with three more on order with delivery due in late 2023.

COUNCIL SERVICES

We funded the following services in the 2022–23 Budget that relate to this strategic direction. Table 18 below describes the service, including the people or sections of the community the service is provided for.

Table 18 Services funded under Strategic Direction 4

Service	Description	Net cost 2022–23 \$000		
		Actual	Budget	Variance
Environmental strategy and services ¹⁰	Co-ordinates our climate emergency response and environmental initiatives, embedding climate action in everything that we do. Manages waste collection, including domestic garbage and recycling, hard rubbish, bundled branches and litter bins. Manages recycling for paper, plastic, glass, cans and green waste. It also oversees waste management education and enforcement, street cleaning and weed control.	(124)	1,314	(1,438)
Total for Strategic Direction 4		(124)	1,314	(1,438)

SERVICE PERFORMANCE INDICATORS

Table 19 Prescribed indicators of service performance under Strategic Direction 4

Service/indicator/measure	2020	2021	2022	2023	Material variations and comments
WASTE COLLECTION					
Satisfaction					
Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	94.97	86.87	172.74	110.92	The number of kerbside bin collection requests decreased this year as residents become familiar with the service changes introduced in 2021–22. More requests than usual were received in 2021–22 due to a change of bin collection frequencies.
Service standard					
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	2.41	1.51	0.72	3.23	Compared to previous years, the number of missed bins in the kerbside collection service has increased. This is partly due to driver shortages across the sector. However, the overall number of missed bins in 2022–23 remains comparable to similar councils.
Service cost					
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$106.96	\$108.30	\$94.95	\$112.87	The cost to deliver the red general waste bin service increased in line with the increased cost of the waste levy (19 per cent increase) applied to every tonne of waste sent to landfill. Increased costs associated with higher fuel costs and other financial pressures also contributed.

¹⁰ Brackets indicate actual net income for Environmental strategy and services, due to a higher than budgeted income from waste charges coupled with lower than budgeted costs for the service.

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	2020	2021	2022	2023	Material variations and comments
Service cost					
Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$55.30	\$67.00	\$74.57	\$67.39	
Waste diversion					
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	49.24%	49.05%	61.90%	61.07%	

STRATEGIC INDICATORS

Table 20 Council Plan Strategic Indicator Results Strategic Direction 4

Strategic Indicator	Performance Measure	Result
Implementation of priority actions under the <i>Our Climate Emergency Response Strategy Action Plan</i> .	Net zero Council greenhouse gas emissions by 2025.	<p>In addition to our membership of the Victorian Energy Collaboration (VECO) Council continues to work to reduce emissions from other sources, including implementing the Glen Eira Business Case and Transition Plan for Electric Vehicle Fleets, and transitioning our gas-powered systems with electric alternatives that will draw their electricity from VECO.</p> <p>In 2022–23, Council generated approximately 3,837 tonnes of carbon dioxide equivalent. Emissions improved by 17 per cent when compared to the previous reporting period.</p>
	80 per cent of Council energy supplied by renewable sources by 2025.	<p>Our membership of VECO ensures that 100 per cent of our contestable electricity is now sourced from renewable sources. VECO is the largest emissions reduction project ever undertaken by Australian local governments, enabling Glen Eira and our 50 partner councils to prevent 240,000 tonnes of carbon emissions from entering the atmosphere annually — the same as taking 90,000 cars off the road.</p>

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Implementation of priority actions under the <i>Our Climate Emergency Response Strategy Action Plan</i> .	Decrease in community greenhouse gas emissions.	<p>We continue to support residents to reduce their emissions through a range of programs. These include:</p> <ul style="list-style-type: none"> — our <i>Electrify Everything</i> campaign, which promotes the transition from gas to renewable energy, provides direct links to government rebates and support, and allows residents to create a personalised 'Go Electric Plan' for their household; — the <i>Solar Savers</i> program, which provides direct assistance to install solar panels; — assisting local community groups, such as Glen Eira Emergency Climate Action Network (GECAN) on a range of initiatives, including GECAN playing a support role with <i>Sustainable House Day</i>; — partnering with Port Phillip EcoCentre to design and deliver the <i>Sustainability Champions</i> program from May to July 2023. The program builds the capacity of community participants to develop sustainability projects and engage their local community; and — conducting joint advocacy with other councils, to inform and drive changes to Victorian and Australian Government policies that support residents to reduce their greenhouse emissions.
	Decrease in on-road transport emissions.	<p>Our fleet emissions totalled 484 tonnes, this was a 31 per cent improvement from fleet emissions recorded in 2021–22.</p> <p>The reduction is due to the continued transition of our vehicles to a zero-emissions fleet, which is guided by the <i>Glen Eira Business Case and Transition Plan for Electric Vehicle Fleets</i> from the Institute for Sensible Transport. Nine electric vehicle charging stations have been installed at Town Hall with the capacity to charge 18 vehicles simultaneously. As at 30 June 2023, we had 12 electric vehicles in service, with three more on order with delivery due in late 2023.</p>
	Increase in recycled or reused content used in Council operations.	<p>Glen Eira continues to add reclaimed asphalt pavement at a rate of 20 per cent to our asphalt mix for all road resurfacing projects. 22 tonnes of recycled crush rock were used as a base for concrete footpath applications. On a smaller scale, copper piping was re-used during mechanical renewal projects at various Council sites.</p> <p>Council also adopted the first <i>Glen Eira Circular Economy Plan 2022–26</i> in October 2022. The <i>Plan</i> details how Council will transition to a circular economy and includes key actions to increase recycled or reused content in Council operations. This includes engaging suppliers and contractors to increase the use of recycled content and a review of Council material consumption to identify key procurement items where increased reuse and procurement of recycled content is feasible.</p>

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Frequent and factual communication and engagement on the climate emergency through all channels integrated with all Council services.	Increased volume and frequency of communication by Council in relation to building community awareness and action on climate change.	<p>We launched the <i>Glen Eira Climate Conversations</i> program, which trained local volunteers to facilitate conversations with other members of the community, educating and motivating them cut their carbon footprint and take action on climate change.</p> <p>This builds on existing climate change communications and engagement, which continue to be delivered through outlets such as the sustainability and gardening e-newsletters, relevant articles in <i>Glen Eira News</i>, social media and supporting local community partners to engage residents and promote action on climate change.</p>
Implementation of the <i>Sustainable Building and Infrastructure Policy</i> .	Environmentally sustainable design requirements considered in all Council building and infrastructure projects.	<p>Our project management software has been updated to incorporate an environmentally sustainable design (ESD) requirement into all upcoming Council infrastructure projects. These updates include giving project managers the ability to update sustainability adherence during the delivery phase of projects.</p> <p>Work is also being undertaken to build the capacity of Council staff. This has included developing a guide to support Council project teams to implement the <i>Sustainable Building and Infrastructure Policy</i> and ongoing support and training for staff to assist them to incorporate ESD into their work.</p>
Implementation of agreed actions under the <i>Urban Forest Strategy</i> .	Increased percentage of tree canopy cover in the public realm.	<p>In 2022–23, we planted more than 800 trees in parks and reserves across the municipality. Further to this, 1,100 street trees are in the process of being planted in nature strips and road reserves across Glen Eira. We continue to identify planting sites and look at the current selected species that we are planting to ensure we are building a climate resilient urban forest.</p> <p>The planting of the 800 trees will result in an estimated tree canopy increase to 12.8 per cent canopy cover for the municipality, which is helping Council achieve the <i>Urban Forest Strategy</i> 2040 target of 22 per cent canopy cover.</p>
	Increased number of trees planted in the municipality (in line with annual targets).	<p>In 2022–23, Council planted more than 800 trees in parks and reserves across the municipality. Further to this, 1,100 street trees are in the process of being planted in nature strips and road reserves across Glen Eira.</p>
A reduction in the volume of waste directed to landfill.	Achievement of 20 per cent reduction in waste to landfill by 2025.	<p>With green bins collected every week, residents are recycling or composting 62 per cent of their waste — meaning the majority of our community's waste is diverted from landfill. In 2022–23, residents disposed of 20,896 tonnes of waste to landfill, which is a one per cent decrease compared to the previous financial year and a 28 per cent decrease compared to 2020–21 when green bins were collected fortnightly and red bins weekly.</p> <p>To support the transition to a circular economy where resources are used more sustainably and waste avoidance is preferred over recycling, Council adopted the <i>Glen Eira Circular Economy Plan 2022–2026</i> in October 2022.</p>

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
A reduction in the volume of waste directed to landfill.	Increased volume and frequency of communication by Council in relation to sustainable waste management practices and priorities.	By using a range of communication channels, including digital, print and in-person engagement events, we provide regular community updates about Glen Eira's transition to a circular economy, including the adoption of the <i>Glen Eira Circular Economy Plan 2022–2026</i> . Opportunities to improve circularity and reduce waste in our community and Council operations are communicated through our website, social media, monthly <i>Glen Eira News</i> articles, public place signage, e-newsletters, pop-up engagement events in each ward and community workshops and events. In 2022–23, a consultation on our hard rubbish service was conducted and included a Have Your Say survey. A letter from the Mayor with waste education resources was also delivered to each household.
Advocacy and partnerships with governments and agencies to drive stronger action on climate change response.	Increased number of targeted workshops, meetings and campaigns designed to advocate to government and other agencies for climate change action.	<p>Council has collaborated with 31 Victorian councils and the Council Alliance for a Sustainable Built Environment (CASBE) to push for more sustainable design within planning requirements. The key planning reforms proposed in the project were included in the <i>Glen Eira Policy Reform Priorities</i> for the Victorian state election.</p> <p>Other advocacy initiatives conducted by Council in 2022–23 include:</p> <ul style="list-style-type: none"> — contributing to joint submissions, such as the response from the Victorian Greenhouse Alliances and the CASBE to the Parliamentary Inquiry into the 2022 Flood Event in Victoria and the Victorian Greenhouse Alliances' response to the Australian Government's consultation paper on Fuel Efficiency Standard; and — participating in a round table discussion with Federal MPs, health professionals and climate organisations, which helped inform the development of the government's first <i>National Health and Climate Strategy</i> — which is essential for protecting vulnerable community members and ensuring that our health system remains resilient in the face of climate change. <p>We also worked to build the community's capacity to be active and mobilised on climate action, by communicating our advocacy efforts and encouraging the community to push for aligned policy changes, such as increasing sustainability standards for new buildings and a fast transition away from gas.</p>

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Advocacy and partnerships with governments and agencies to drive stronger action on climate change response.	Increased involvement in Local, State and Federal government initiatives on climate emergency response.	<p>In 2022–23, Council took part in a number of climate initiatives involving local and Victorian Government collaboration. These included:</p> <ul style="list-style-type: none"> —acting as lead council for the Victorian Energy Collaboration Program (VECO), through which we source 100 per cent of our contestable electricity from renewable sources, and which has enabled Glen Eira and our 50 partner councils to prevent 260,000 tonnes of carbon emissions from entering the atmosphere — the same as taking 90,000 cars off the road; —taking part in initiatives of the Eastern Alliance for Greenhouse Action such as the updated <i>Community Net Zero Emissions Strategy</i>, the Adaptive Community Assets project and Energy Savers; and —our membership of Victorian Climate Resilient Councils, a co-ordinated, state-wide program for Victorian local governments to strengthen their knowledge, skills and capacity to prepare, manage and reduce risk of heatwaves and extreme heat, storms and other hazards due to climate change.
Tree canopy and biodiversity footprint on Council managed land achieves targets identified in the <i>Urban Forest Strategy</i> .	<p>Increased year-on-year numbers of:</p> <ul style="list-style-type: none"> —Trees planted in streets, parks and car parks. —Square metres of urban biodiversity garden beds prepared for future planting. —Trees, shrubs and grasses planted in biodiversity garden beds. —Streetscapes replanted with new avenue planting. 	<p>In 2022–23, Council planted more than 800 trees in parks and reserves across the municipality.</p> <p>Over 2,000 square metres of biodiversity garden beds have been created in Moorleigh Reserve, Bentleigh East and over 1,000 plants were planted at Wattle Grove Reserve, McKinnon, as part of our annual planting week.</p> <p>As part of our <i>Resilient Streets Program</i>, trees have been planted on Arthur Street, Caulfield North within engineered tree pits within the roadway. This has been the first time this type of tree planting has been carried out within Glen Eira.</p>

MAJOR INITIATIVES



Achieved

Not achieved within
Council's controlNot achieved due to factors
outside of Council's control

Table 21 Major Initiatives under Strategic Direction 4

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 4.1 We will embed climate change action in everything that we do to support the transition towards zero net emissions from Council by 2025.			
4.1.2 Develop strategies to continue Council's focus on net zero Council emissions by 2025.	Getting off gas and electric vehicle (EV) fleet transition plans completed.	<p>A <i>Getting off Gas Roadmap</i> was developed, which identifies and prioritises sites for all-electric conversion based on emissions and replacement schedules. Council has also developed a tailored auditing and design program to guide Glen Eira Sports and Aquatic Centre's (GESAC's) transition off gas.</p> <p>Council is implementing a Glen Eira Business Case and Transition Plan for Electric Vehicle Fleets, providing a roadmap for the transition of our fleet to electric vehicles by 2030. This has been supported by the installation of nine electric vehicle chargers at Town Hall, with the capacity to charge 18 vehicles simultaneously.</p>	
Strategic Priority: 4.2 We will create opportunities for our community to act on climate change to progress towards zero net emissions by 2030.			
4.2.1 Implement actions contained within <i>Circular Economy Plan</i> .	Minimum of 90 per cent of 2022–23 actions implemented from the <i>Circular Economy Plan</i> .	<p>Glen Eira's four-year <i>Circular Economy Plan</i> was adopted at the Ordinary Council Meeting on 12 October 2022.</p> <p>Currently 80 per cent year one actions have been implemented. Some of the actions include:</p> <ul style="list-style-type: none"> —the development of a <i>Circular Glen Eira</i> communications and engagement plan that will launch in 2023–24; —a service review of our hard rubbish collection service to ensure it aligns with the circular economy principles; and —a review of Council's data management of material consumption to identify opportunities and inform future targets. 	
4.2.2 Provide three electric vehicle (EV) charging stations in key locations, including Bentleigh, Murrumbeena and Carnegie.	Council advocates for funding to increase the availability of EV charging stations in the State Government election campaign.	<p>Council has developed the Glen Eira Electric Vehicles and Charging Background Report, which will enable us to better understand electric vehicles (EV) and their future public charging needs and help inform Council on future decisions regarding future EV infrastructure.</p> <p>Four EV charging outlets have been installed at Murrumbeena Park, Murrumbeena for public use.</p> <p>Funding for EV charging stations was included in our advocacy priorities, including a request for \$220,000 to fund the installation of EV charging stations at Bentleigh Library, Carnegie Memorial Swimming Pool, Carnegie Library and the Murrumbeena Community Hub.</p>	

ANNUAL COMMITMENTS 2022–23




Achieved

Not achieved within
Council's controlNot achieved due to factors
outside of Council's control



Table 22 Council Plan Annual Actions Strategic Direction 4

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 4.1 We will embed climate change action in everything that we do to support the transition towards zero net emissions from Council by 2025.			
4.1.1 Implement actions contained within <i>Our Climate Emergency Response Strategy</i> .	Minimum of 90 per cent of 2022–23 actions implemented from <i>Our Climate Emergency Response Strategy</i> .	<p>90 per cent of 2022–23 actions from <i>Our Climate Emergency Response Strategy 2021–2025</i> <i>Dhumbali Wurrungi-biik Parbin-ata</i> were implemented.</p> <p>Examples of the work that has been delivered include:</p> <ul style="list-style-type: none"> — designing and delivering staff training to ensure they are aware of the responsibilities in addressing the climate emergency; — building the community's capacity to make their homes, communities and businesses more sustainable, through initiatives such as incorporating sustainability and climate change modules into our school engagement program, supporting businesses to participate in the circular economy and connecting them with programs that provide funding and support for sustainable action and launching the <i>Electrify Everything</i> campaign, which provides residents across Glen Eira with the information they need to transition to renewable energy; and — partnering with other Councils, agencies and community organisations to engage local communities and promote sustainable action. Examples include joining the City Nature Challenge, where residents will collect data that informs our environmental management, partnering with the Brotherhood of St Lawrence and Uniting Care to conduct a <i>Bring Your Bills Day</i> that helps people reduce their carbon emissions and energy bills, and promoting events and courses run by local community gardens. 	


ANNUAL COMMITMENTS 2022–23

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 4.3 We will increase our tree canopy and expand private and public greening initiatives.			
4.3.1 Deliver community projects that expand and support plantings on private land in identified hot spots and areas with limited natural landscape to support community to take adaptation and mitigation action.	<p>Three initiatives to support plantings on private land implemented.</p> <p>Procedure for Council to increase the protection of private canopy trees across the city identified and implemented.</p> <p>300 new canopy trees planted in identified locations in parks and reserves.</p> <p>200 new canopy trees planted in identified locations in streetscapes and car parks.</p> <p>2,000 square metres of new biodiversity (understorey) planting sites in parks and reserves prepared/established.</p> <p>500 new or replaced street trees.</p>	<p>Council undertook a community planting week involving several projects aimed at informing and engaging the community on planting on private land.</p> <p>The first event was a plant giveaway that was held on 26 March 2023. Close to 2,000 plants were given out to the members of the community for planting within private backyards and gardens.</p> <p>The second event was a community planting day held within Wattle Grove Reserve, McKinnon on 2 April 2023, where over 100 community members planted bio-diversity understory shrub and grasses throughout newly prepared garden beds.</p> <p>The third event, held on 3 April 2023, was a school group planting day in Mallanbool Reserve, Murrumbeena, where students from Valkstone Primary School undertook understory planting to increase the biodiversity of the reserve.</p> <p>There was also a community backyard planting workshop, which was designed to inform and educate the community on how to design and implement sustainable gardens within their own properties.</p> <p>In 2022–23, Council planted 800 trees in parks and reserves across the municipality and 54 street trees were planted.</p> <p>A total of 3,515 square metres of biodiversity garden beds have been created in Moorleigh Reserve, Bentleigh East and over 1,000 plants were planted at Wattle Grove Reserve, McKinnon.</p> <p>Council is currently drafting a new local law to increase the protection of private trees.</p>	

ANNUAL COMMITMENTS 2022–23

Action	Measure	Progress Updates as at 30 June 2023	Status
4.4 We will work with our community to understand the human impacts of climate change and the adaptation strategies that may be required to minimise the social, health and economic impacts.			
4.4.1 Develop partnerships with community service organisations to support vulnerable people in our community to improve resilience to the impacts of climate change.	Two climate change workshops held with community organisations to create partnerships with a focus on supporting vulnerable people.	<p>We collaborated with Stonnington City Council to host community resilience workshops with service providers across Glen Eira and Stonnington. The workshops were held in Stonnington in May 2023. Our staff participated in the workshops to make connections with these service providers, built a more detailed understanding of the needs of our communities and community sectors before, during and after heatwaves, extreme weather events and other emergencies, and explored how we can work together to support the communities prepare, respond and recover from these events.</p> <p>Council also partnered with the Brotherhood of St Laurence to deliver a <i>Bring Your Bills Day</i> in April 2023, to assist people on low incomes understand their bills, access concessions and other support, and obtain energy saving advice.</p>	
4.4.2 Develop initiatives to support population groups with higher vulnerability to assist them with strategies to improve their safety during extreme weather events.	Flood and heatwave information kits developed and distributed to community organisations and to vulnerable recipients of Council services, including older persons and people with a disability.	<p>We prepared the following communications to support vulnerable residents:</p> <ul style="list-style-type: none"> — heat and extreme weather communications in early summer, to assist residents to prepare for heatwaves, storms and risk of flooding; — engagement with older people about heat and energy support via Seniors Month; — partnered with the Brotherhood of St Laurence and Uniting Vic.Tas to deliver a <i>Bring Your Bills Day</i> offering advice on energy concessions, energy literacy and assistance to apply for government support; and — distribution of energy information for older people at a multicultural day organised by Glen Eira Adult Learning Centre. 	

ANNUAL COMMITMENTS 2022–23

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 4.4 We will work with our community to understand the human impacts of climate change and the adaptation strategies that may be required to minimise the social, health and economic impacts.			
<p>4.4.3 Use storytelling to enhance community connection thereby increasing cultural awareness. The purpose is to promote understanding and appreciation of our environment and its finite resources.</p> <p>Council partners with Traditional Owners to incorporate cultural knowledge and storytelling to communicate cultural values and understanding of the limitations of finite resources.</p>	<p>Host 10 community engagement activities, which utilise story telling conducted.</p> <p>Partnerships with traditional owners enables cultural knowledge and storytelling.</p>	<p>Storytelling has been integrated into our broader sustainability engagement, with over 10 community engagement activities conducted through the year, including:</p> <ul style="list-style-type: none"> — using storytelling techniques as part of <i>Sustainable House Day</i>, via video, webinar and in-person tours to engage residents to create all-electric, sustainable homes; — through the Sustainability Champions program, delivered from May to August 2022, providing training and support to Glen Eira residents to help them create change and deliver local environmental projects; — David Tournier from Boonwurrung Land and Sea Council shared Traditional Owner knowledge and storytelling about the natural history and current environments in Glen Eira; — telling the stories of local people getting off gas to create all-electric homes as part of our <i>Electrify Everything</i> campaign; — Engaging 150 residents through six guided <i>Birdlife Walk and Talk</i> tours at Rippon Lea Estate, led by local naturalist Gio Fitzpatrick. Gio told the stories of the bird life that inhabit the unique Rippon Lea vegetation communities; and — partnering with Glen Eira Libraries to host an author talk with Claire O'Rourke, author of <i>Together We Can</i>, a book that brings together the stories of people all around Australia from different walks of life who are acting on the climate crisis. <p><i>The First Peoples' Placemaking Report</i> was delivered and distributed to teams within Council to help inform their approach to working with Traditional Owners on projects in public spaces.</p>	



Early Learning
Centre
Maternal and
Child Health
Centre

STRATEGIC DIRECTION 5

A HEALTHY, INCLUSIVE AND RESILIENT COMMUNITY

STRATEGIC OUTCOME:

We support our residents to be healthy, strong and resilient and will embrace and celebrate our diverse community.

We will work with our community and build on our partnerships with community health providers and community organisations to tackle the most pressing health and wellbeing priorities to improve health outcomes across the community.

KEY STRATEGIES

— *Community Wellbeing Plan 2021–2025*

ACHIEVEMENTS AND CHALLENGES

- Bentleigh Library and Youth Hub opened in October 2022.
- Multicultural Advisory Committee was established.
- Warrawee Community was audited by the Australian Government's Aged Care Quality and Safety Commission in October 2022. Following the audit, Warrawee was accredited for three years to January 2026.
- As part of the Australian Government's aged care reforms, a star rating has been introduced for all residential aged care providers. Warrawee achieved a 4-star status ('good') with 5 stars the highest rating.
- GESAC received a safety audit score of 99.12 making GESAC the safest pool in Victoria.
- Our Family Day Care Scheme and the Murrumbidgee Early Learning Centre were both rated as Exceeding National Quality Standards for Early Childhood Education and Care.
- The partnership between the Maternal and Child Health and Peninsula Community Legal Centre won a National Award for Local Government.
- The popular *Live Sunday Sessions* at the Gallery as well as a re-focus on Gallery Two has encouraged greater inclusion and diversity in visitors and artists.
- The Australian Government has delayed the implementation of its aged care reforms (including Support at Home program) from its original date of 1 July 2023 to 1 July 2025. Providers (including Council) are awaiting the final details of the program now due by June 2024. There has been a decrease in the number of eligible residents receiving in-home support due to the increased number of home care packages released by the Australian Government and clients moving to home care packages.

COUNCIL SERVICES

We funded the following services in the 2022–23 *Annual Budget* that relate to this strategic direction. Table 23 below describes the service, including the people or sections of the community the service is provided for.

Table 23 Services funded under Strategic Direction 5

Service	Description	Net cost 2022–23 \$000		
		Actual	Budget	Variance
Community Care	Provides home and community-based services, including personal care, domestic assistance, community transport, home maintenance, delivered meals and social and recreational programs to eligible older residents and eligible residents with disabilities. The service also has 64 low-cost rental accommodation units for financially disadvantaged older persons in Glen Eira.	(381)	828	1,209
Cultural services	Provides festival and events, gallery and visual arts, and history and heritage programs. Our events encourage community connectivity, creativity and cultural expression, and support placemaking in local activity centres. Our galleries host large and accessible exhibitions, music and activities. History and heritage services offers research and referral, a walking tours app, workshops, talks and preserves and digitises local history material to provide online access.	1,953	1,770	(183)
Family and Community Wellbeing ¹¹	Supports families with children from birth to six years and young people aged 10 to 25 and their families. Services include maternal and child health, supported playgroups, family day care, partnerships with local kindergartens, including central registrations, early learning centres, occasional care, community and school-based youth support services and immunisation.	6,367	7,223	856
Glen Eira Leisure	Manages our three recreational facilities: Glen Eira Sports and Aquatic Centre (GESAC), Carnegie Swim Centre and Caulfield Recreation Centre to provide leisure, sport, recreation and health and wellbeing activities and programs. Carnegie Swim Centre is closed and will re-open following redevelopment.	(614)	1,668	2,283
Glen Eira Libraries	Our Bentleigh, Carnegie, Caulfield and Elsternwick libraries provide in-person and online access to services, programs and library collections to library users of all ages and abilities. Library spaces offer free internet access, study tables and computers. Our programs include school holiday activities, story times for children, craft and makers sessions, author talks and events.	3,607	3,467	(140)
Residential aged care	Our residential aged care facility is Warrawee Community, a 90-bed facility located in Bentleigh East provides low- and high-level care to eligible residents. Eligibility for permanent or respite placement is assessed through the Australian Government Aged Care Assessment Service.	5,268	2,693	(2,576)
Total for Strategic Direction 5		16,200	17,649	1,449

11 Family and Community Wellbeing budget is different to the adopted budget due to changes to the organisational structure that took effect on 1 July 2022.

SERVICE PERFORMANCE INDICATORS

Table 24 Prescribed indicators of service performance under Strategic Direction 5

Service/indicator/measure	2020	2021	2022	2023	Material variations and comments
AQUATIC FACILITIES					
Service standard					
Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	4.50	1.50	4.00	4.00	
Utilisation					
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	7.55	2.21	3.83	11.08	Utilisation was heavily impacted during COVID-19 lockdowns and forced closures during 2020 and 2021. While there were no lockdowns in the second half of 2021–22, there was social hesitancy to visit facilities with large crowd numbers. Since July 2022, we have experienced a significant growth in utilisation of our facilities where numbers have reverted to pre-pandemic levels.
Service cost					
Cost of aquatic facilities [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	\$3.38	\$12.61	\$3.61	\$0.63	Council expected an operating loss during the recovery period post COVID-19, however memberships have increased during 2022–23 and an operating surplus was achieved.
ANIMAL MANAGEMENT					
Timeliness					
Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.29	1.75	0.00	1.50	As a result of changes to the internal reporting system, we were unable to report on the 2022 results.
Service standard					
Animals reclaimed [Number of animals reclaimed / Number of animals collected] ×100	66.25%	73.41%	75.79%	97.21%	We continue to make every attempt to return animals directly to owners. RSPCA has also contributed to this increase in reclaimed animals.
Animals rehomed [Number of animals rehomed / Number of animals collected] ×100	20.75%	49.13%	41.58%	23.90%	The significant decrease in animals being rehomed was largely attributed to the increase in the animal reclaim rates.

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	2020	2021	2022	2023	Material variations and comments
Service cost					
Cost of animal management service per population [Direct cost of the animal management service / Population]	\$4.70	\$5.69	\$5.74	\$6.48	Additional cost of animal management can be attributed to labour costs of bringing services in-house that were previously outsourced.
Health and safety					
Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	100.00%	100.00%	100.00%	100.00%	
FOOD SAFETY					
Timeliness					
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.85	1.97	1.47	1.69	We continue to action food complaints in a timely manner, either on the day a complaint was received or day after receipt. Availability of resources has had some impact to response times.
Service standard					
Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	102.37%	100.24%	100.49%	100.00%	
Service cost					
Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$810.05	\$742.79	\$642.13	\$634.42	
Health and safety					
Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	95.71%	99.14%	100.00%	

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	2020	2021	2022	2023	Material variations and comments
LIBRARIES					
Utilisation					
Physical library collection usage [Number of physical library collection item loans / Number of physical library collection items]	5.62	3.15	4.66	5.17	Loans of physical library items increased as more people returned to browsing and borrowing from libraries in person.
Resource standard					
Recently purchased library collection [Number of library collection items purchased in the last five years / Number of library collection items] x100	68.98%	66.92%	72.32%	64.42%	The 2021–22 result was higher due to a smaller collection being available for borrowers while Bentleigh Library was closed for redevelopment.
Participation					
Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	16.03%	13.97%	12.24%	12.12%	
Service cost					
Cost of library service per population [Direct cost of the library service / Population]	\$26.50	\$23.63	\$26.24	\$31.20	In 2021–22, the libraries were closed temporarily due to the pandemic. The increase in 2022–23 represents the return to normal operating levels.
MATERNAL AND CHILD HEALTH (MCH)					
Service standard					
Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100.74%	101.08%	101.12%	101.42%	
Service cost					
Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$82.92	\$84.76	\$86.50	\$85.95	
Participation					
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	77.32%	70.96%	73.08%	71.92%	

SERVICE PERFORMANCE INDICATORS

Service/indicator/measure	2020	2021	2022	2023	Material variations and comments
Participation					
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	100.00%	85.71%	77.97%	86.05%	The increase in participation rates was due to greater sensitivity and awareness following the Aboriginal and Torres Strait Cultural Safety training for MCH nurses by the Department of Health. The MCH service understands the importance of providing a culturally safe environment, identifying and actively engaging families within the service to improve participation and health outcomes.
Satisfaction					
Participation in four-week Key Age and Stage visit [Number of four-week key age and stage visits / Number of birth notifications received] x100	96.42%	95.38%	95.52%	100.52%	

STRATEGIC INDICATORS

Table 25 Council Plan Strategic Indicator Results Strategic Direction 5

Strategic Indicator	Performance Measure	Result
Services and partnerships to improve the health and wellbeing of residents of all ages and backgrounds across the community.	Maintain or increase participation in Council- delivered health and wellbeing programs and activities across the community.	<p>Key achievements that have supported the health and wellbeing of residents of all ages and backgrounds across the community include:</p> <ul style="list-style-type: none"> — Glen Eira was represented by 22 people participating in Pride March as part of Midsumma Festival in show of support for our Rainbow community and flying the Progress flag for International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT); — Multicultural Festival enjoyed by 200 community members at Glen Eira Adult Learning Centre; — <i>Come and Try Day</i> at GESAC, attended by 300 participants who explored various sporting activities for people with disability; — Glen Eira Leisure's Active Communities Program with over 400 participants in activities, including Bollywood dancing, boxing, mums and bubs fitness and yoga in the park; a mental health sheet developed and distributed to our sporting and community groups. The fact sheet is available in Russian, Mandarin and Greek; and — launch and delivery of weekly <i>Chatty Café</i> sessions at Caulfield, Bentleigh and Carnegie Libraries to bring 223 people together, reduce loneliness and social isolation, and build connections — based around the simple concept of having a chat over a 'cuppa'.

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Services and partnerships to improve the health and wellbeing of residents of all ages and backgrounds across the community.	Community satisfaction with Council services which support community wellbeing, including arts, libraries, community, cultural, family and disadvantaged support services, is maintained or increased.	<p>Community satisfaction with art centres and libraries increased from 76 per cent in 2022 to 79 per cent in 2023.</p> <p>Community and cultural services remained consistent at 67 per cent.</p> <p>Disadvantaged support services increased from 62 per cent in 2022 to 64 per cent in 2023.</p>
Opportunities to celebrate our diverse community and people of all backgrounds and abilities welcomed into all aspects of community life.	Increase in opportunities for the community to engage with, connect and celebrate our diverse community.	<p>Our events provide opportunities to celebrate the diverse cultures within our community. The <i>Diwali</i> celebration at Booran Reserve, Glen Huntly, <i>Carols in the Gardens</i> at Ripponlea Estate, Elsternwick and both the <i>Lighting of the Menorah</i> and <i>Lunar New Year</i> at the Town Hall, Caulfield provided the community with significant cultural celebrations. <i>International Women's Day</i> created an opportunity to celebrate the role and achievements of women in society.</p> <p>In April, an <i>Anzac Day Commemoration Service</i> was held at the Caulfield Park Cenotaph where all members of the community were invited to take part in an event to mark this historic occasion.</p> <p>In May, our Gallery hosted the <i>Confined 14</i> exhibition by arts organisation The Torch, where more than 450 artworks by First Nations artists who are currently in prison in Victoria or have been released in recent years were showcased. The exhibition is a powerful reflection of the over-representation of First Nations Australians in our criminal justice system and highlights the need for change.</p> <p><i>National Reconciliation Week</i> was celebrated with a program that included flora and fauna tours at Mallanbool Reserve, Murrumbeena and First Nations <i>StoryTimes</i> in our Libraries with the aim to encourage the community to better understand Australia's shared cultures, histories and achievements.</p> <p>Glen Eira City Council Gallery hosted exhibitions by groups and artists of diverse backgrounds, including Glen Eira Youth Art, the Glen Eira Artists Society and Glen Eira Cheltenham Art Group, The Torch and the B'Nai B'rith Youth Art Competition. Gallery Two invited interest from new and diverse artists to show their work. These exhibitions connected visitors through the artists' unique stories and cultural backgrounds.</p> <p><i>Midsumma</i> and <i>Pride March</i> offered opportunities to celebrate and show support for our LGBTIQ+ community.</p>

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Opportunities to celebrate our diverse community and people of all backgrounds and abilities welcomed into all aspects of community life.	Increase in opportunities for the community to engage with, connect and celebrate our diverse community. (continued)	<p>Our <i>Community Grants</i> program supported the Glen Eira Adult Learning Centre to deliver the <i>Multicultural Festival</i> during <i>Cultural Diversity Week</i>. Our Senior Citizen Centre and <i>Seniors Grant</i> program supported over 30 culturally diverse groups to deliver inclusive and culturally specific programs and events across five centres and other culturally safe community spaces. <i>Carers Week</i> was celebrated alongside <i>Senior's month</i>. We celebrated disability and sport with a <i>Come and Try Day</i> at GESAC for <i>International Day for People with a Disability</i>.</p> <p>Our <i>Disability Awareness in Schools</i> program attended by three primary schools where 150 students participated in understanding more about barriers people with disability face daily in a fun and interactive way.</p> <p>Our <i>Community Wellbeing Plan 2021–2025</i> was converted to Easy English, to benefit people with cognitive impairments, low literacy and English as a second language.</p>
	Increase in promotion of the benefits and opportunities of diversity in our community.	<p>Efforts to promote opportunities for our diverse community included:</p> <ul style="list-style-type: none"> —celebrations for significant cultural events such as Diwali, Lunar New Year, Chanukah and Christmas; —Events celebrating International Women's Day and National Reconciliation Week; —Chat n Chuckle Acquired Brain Injury Social group, promoted through <i>Glen Eira News</i>; —Carers Support Services highlighted on the website for weekly exercise classes and monthly therapeutic art classes; —Seniors Festival promoted during September and October in <i>Glen Eira News</i>, website, and social media channels; —ongoing promotion for seniors' groups and senior citizens centres on our website, including the Older Adults Guide; and —social media channels were used to highlight days of significance, such as days on Acknowledgement of the Aboriginal and Torres Strait Islander calendar to highlight the importance of reconciliation for our Glen Eira community.
Services and programs that support community connection, lifelong learning and development at key stages of life, including early childhood, youth, families and older persons.	Satisfaction with Maternal and Child Health Services and Youth Services is maintained or increased.	Community satisfaction in relation to family support decreased marginally from 67 per cent in 2022 to 66 per cent in 2023. The metropolitan average result was down from 66 to 65 per cent.

STRATEGIC INDICATORS

Strategic Indicator	Performance Measure	Result
Services and programs that support community connection, lifelong learning and development at key stages of life, including early childhood, youth, families and older persons.	Satisfaction with arts centres and libraries is maintained or increased.	Community satisfaction with art centres and libraries increased from 76 per cent in 2022 to 79 per cent in 2023. The metropolitan average result was 75 per cent.
	Satisfaction with services that support healthy ageing are maintained or increased.	Community satisfaction with services that support healthy ageing increased from 66 per cent in 2022 to 67 per cent in 2023. The metropolitan average result was 64 per cent.
Opportunities to participate in festivals, events and activities that foster cultural and artistic expression, local identity and support community wellbeing.	Accessible and flexible opportunities for participation in cultural and artistic events and activities.	<p>Glen Eira Libraries delivered a range of online programs celebrating diversity, encouraging cultural expression and inclusion. These online events ensure all community members have the opportunity to participate. Live events in library branches such as <i>The Big Summer Read pyjama party</i> and <i>Jolabokaflod</i> have encouraged togetherness and engagement, while activities fostering creative expression included creative writing, botanical art, bookbinding, crochet and yarn workshops, origami and paper crafts, and creative upcycling workshops. The annual <i>My Brother Jack Awards</i> encouraged the community to develop their writing skills and creativity.</p> <p>The performances of 'Junkyard Beats' throughout our activity centres and at the Town Hall provided opportunities to participate in pop-up interactive music performances during May. Other live music events, such as <i>Under the Stars</i>, <i>Groove and Graze</i> and <i>Live Sunday Sessions</i>, bring the community together and foster enjoyment of creative expression through music.</p> <p>To ensure our events are as accessible as possible, the Glen Eira City Council Gallery is wheelchair accessible, has a wheelchair and seating available for patrons, and is a calming space that minimises sensory overload so all members of the community can enjoy our events.</p>
	Satisfaction with Council's Arts and Culture services is maintained or increased.	Community satisfaction with our community festivals, events and creative programs remains consistent at 67 per cent. The metropolitan average result was also 67 per cent.
Continue to provide a high standard of aquatic and leisure programming which supports and adapts to community needs.	Satisfaction with Glen Eira Leisure services is maintained or increased.	Community satisfaction remained consistent at 88 per cent.
	Increase participation and membership in all Glen Eira Leisure facilities.	Since June 2022, membership numbers have increased by 28 per cent for Health and Fitness and increased by 19 per cent for Swim School. Both our memberships and visits to our facilities have returned to pre-pandemic levels, with a year-to-date visit count over 1.7 million. Group Fitness classes at Glen Eira Leisure achieved record attendances in excess of 200,000 in 2022–23.

MAJOR INITIATIVES



Achieved

Not achieved within
Council's controlNot achieved due to factors
outside of Council's control


Table 26 Major Initiatives under Strategic Direction 5

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 5.1 We will support improved health, wellbeing and resilience of all individuals, families and groups within our community.			
5.1.1 Implement annual actions in our <i>Community Wellbeing Plan 2021–2025</i> to improve the health, resilience and inclusiveness of our community.	Minimum of 90 per cent of year two actions in the <i>Community Wellbeing Plan</i> implemented.	<p>In 2022–23, we completed 96 per cent of the 55 actions. Key achievements included:</p> <ul style="list-style-type: none"> — <i>Taste4Health</i>, an ongoing program that recognises and promotes food businesses that provide healthy and nutritious food; — emergency relief and support information was distributed to enhance community preparedness and safety; — promotion and community awareness of Glen Eira Neighbourhood Houses supported increases in participation in health and wellbeing programs; — active transport, including bike parking locations, Rosstown Rail Trail and cycling priorities and achievements were promoted to encourage active living; — Community Safety Month activities for older adults included Coffee with a Cop, VicRoads supported safety sessions for older drivers, and distribution of free crime prevention kits; — gambling harm information and resources made available to the community through our webpage and factsheet; — the <i>All Abilities</i> program increased opportunities for participation through the <i>GROW Glen Eira</i> and <i>EmployAbility</i> employment projects, to support people with disability into employment and enter a partnership or employment in the horticulture industry; — the Rainbow Pride Advisory Group provided advice and guidance to Council with members participating in Council Pride activities; — our maternal and child health service and Peninsula Community Legal Service's partnership offered an ongoing and responsive free service to women who have been identified as experiencing family violence and requiring legal support; and — <i>KidsSafe</i> campaigns were delivered to the community to provide education and support to parents about childhood injury prevention. 	

MAJOR INITIATIVES

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 5.4 We will deliver services, events and programs that recognise and celebrate our broad interests and differences and promote participation for all.			
5.4.1 Develop a schedule of community programs and events in parks, activity centres, major precincts and Council facilities to promote community inclusion, celebrate diversity and encourage cultural expression.	100 per cent planned activities and events delivered.	<p>The Arts and Culture Events Schedule 2022–23 was delivered in full, with a total of 15 programs and events bringing together over 25,000 patrons to promote community inclusion, celebrate diversity and encourage cultural expression.</p> <ul style="list-style-type: none"> — <i>Live Sunday Sessions</i> every month at the Gallery; — <i>Storytelling Festival</i> in July 2022 at the Town Hall, Caulfield; — <i>Lighting of the Past</i> pop-up installation in September 2022 at Carnegie and Bentleigh; — <i>Gardens of the Galapagos</i> in September to October 2022 at Hodgson Reserve, Bentleigh; — The first annual <i>Diwali Festival of Lights</i> in October 2022 at Booran Reserve, Glen Huntly; — <i>Carols in the Gardens</i> in December 2022 at Rippon Lea Estate, Elsternwick; — <i>Lighting of the Menorah</i> in December 2022 and <i>Lunar New Year</i> in January 2023 at the Town Hall, Caulfield; — <i>Under the Stars</i> in February 2023 at Packer Park, Murrumbeena; — <i>International Women's Day</i> in March 2023 at the Town Hall, Caulfield; — <i>Groove and Graze</i> in April 2023 at Halley Park; — <i>Anzac Day Commemoration Service</i> in April 2023 at Caulfield Park; — <i>Glen Eira Community Awards</i> in May 2023 at the Town Hall, Caulfield; — <i>Junkyard Beats Takes Over Glen Eira</i> in May 2023 at the Town Hall and activity centres; and — <i>National Reconciliation Week</i> in May/June 2023 at the Town Hall, Bentleigh Library and Youth Hub and Mallanbool Reserve, Murrumbeena. 	

MAJOR INITIATIVES

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 5.4 We will deliver services, events and programs that recognise and celebrate our broad interests and differences and promote participation for all.			
5.4.2 Open the new integrated Bentleigh Library and Youth Hub with a diversity of programs to provide welcoming and accessible library services for all with a particular focus on young people.	<p>10,000 new library books and materials purchased, including a new targeted collection of young adult non-fiction.</p> <p>18 free community programs delivered monthly.</p>	<p>Since opening the Bentleigh Library and Youth Hub on 26 October, we purchased over 10,000 new library books and materials, including a new targeted collection of young adult non-fiction.</p> <p>Library programs exceeded the target of 18 free community programs every month with a total of 249 programs delivered between October 2022 and June 2023. These included:</p> <ul style="list-style-type: none"> — 150 <i>Storytime</i> and <i>BabyTime</i> sessions delivered for young children; — 48 other programs targeted at children and young people; and — 27 programs tailored for adults, including book clubs and yarnning groups. <p>These programs have been highly successful in activating the new space and welcoming the community into the Hub.</p> <p>Youth Services also delivered a variety of regular and one-off programs at the Hub since the opening. Programs included:</p> <ul style="list-style-type: none"> — fortnightly Youth Events and Leadership Team sessions; — fortnightly <i>Youth Voice</i>; — fortnightly Youth Climate and Sustainability Action Group; — weekly Drop-Ins; — weekly Press Start; and — a variety of Living and Life Skills sessions. 	

ANNUAL COMMITMENTS 2022–23





Achieved

Not achieved within
Council's controlNot achieved due to factors
outside of Council's control

Table 27 Council Plan Annual Actions Strategic Direction 5

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 5.1 We will support improved health, wellbeing and resilience of all individuals, families and groups within our community.			
5.1.2 Implement annual actions in the <i>Community Safety Plan 2022–2025</i> to improve perception of safety and increase participation in community life.	Minimum of 90 per cent of year one actions in the <i>Community Safety Plan</i> implemented.	<p>All year one actions in the <i>Community Safety Plan 2022–25</i> have been completed.</p> <p>Some of the achievements included:</p> <ul style="list-style-type: none"> —hosting a Community Safety Day where the community had the opportunity to meet with emergency services and discuss issues of safety; —recognising residents who have assisted their neighbours in various ways as part of our <i>Good Neighbourhood Recognition Program</i>; and <p>partnering with Victoria Police and Neighbourhood Watch to raise awareness of services available to the community, including <i>StopIt</i> reporting line.</p>	
<p>5.1.3 Work with government and community partners to support COVID-19 response, recovery and living with the pandemic across the community.</p> <p>Maintain a network of community agencies to ensure information, support and assistance is provided to the community to respond to COVID-19.</p>	<p>100 per cent requests for emergency relief responded to within 48 hours.</p> <p>100 per cent health messages issued by the Chief Health Officer and Department of Health promoted to the community within 24 hours.</p> <p>Quarterly meetings and monthly updates provided to network of community agencies.</p>	<p>We worked closely with local relief and support agencies, in particular Community Information and Support Glen Eira, Compass Care and Tony's Café to support COVID-19 response and recovery across the community.</p> <p>All emergency relief requests were responded to within 48 hours and all health messages issued by the Chief Health Officer and Department of Health were promoted to the community within 24 hours on our website, social media platforms and in Glen Eira News.</p> <p>Six meetings were held throughout the year with our networks of community agencies and monthly COVID-19 updates were provided.</p>	
5.1.4 Support parents and carers through 100 Maternal and Child Health Services education and support sessions to build and develop skills and confidence to enhance the health, wellbeing and development of children This includes sleep and settling, infant nutrition, breastfeeding, new parent groups and playgroups.	100 per cent of education and support sessions delivered.	Our Maternal and Child Health Service continued to offer education and support sessions to families via our many programs and groups. 100 per cent of education and support sessions were delivered in 2022–23, with a total of 107 education sessions held across the year and over 500 families were supported through group, online and face-to-face sessions. New parent group sessions consist of five consecutive weekly sessions and facilitates new parents to strengthen community development and build resilience and confidence.	

ANNUAL COMMITMENTS 2022–23

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 5.2 We will embrace diversity and value all people, promoting a society that welcomes and includes everyone.			
5.2.1 Implement annual actions in our <i>Gender Equality Action Plan 2022–2025</i> to demonstrate strong leadership in the promotion of gender equality and prevention of family violence against women.	Minimum of 90 per cent of year one actions in the <i>Gender Equality Action Plan</i> implemented.	<p>90 per cent of year one actions in the <i>Gender Equality Action Plan 2022–2025</i> have been completed, including:</p> <ul style="list-style-type: none"> —gender neutral language amendments made to newly certified <i>Glen Eira City Council Enterprise Agreement 2022</i>; —Council recruitment learning modules updated to ensure no unconscious bias for Officers involved in recruiting is in progress; —delivered awareness activities to promote LGBTIQ+ inclusion; —Gender Impact Assessments were completed to identify areas for improvement to achieve more gender equitable outcomes; and —a review of the remuneration process for the classification levels where the gender pay gap is most evident was undertaken. 	
5.2.2 Implement annual actions in our <i>Reconciliation Action Plan 2022–2024</i> . Innovate to support reconciliation and a unified, respectful and thriving community that embraces our First Nations peoples.	Minimum of 90 per cent of year one actions in the <i>Reconciliation Action Plan</i> implemented.	<p>90 per cent of year one action of the <i>Reconciliation Action Plan 2022–2024</i> have been implemented, including:</p> <ul style="list-style-type: none"> —continuing to develop relationships with the Aboriginal and Torres Strait Islander community and organisations within Glen Eira; —consideration of Council's position on the Voice to Parliament with guidance from the Aboriginal community; and —discussions on whether to hold a Citizenship ceremony on Australia Day with Traditional Custodians of the area were held. 	


ANNUAL COMMITMENTS 2022–23

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 5.2 We will embrace diversity and value all people, promoting a society that welcomes and includes everyone.			
<p>5.2.3 Implement traffic safety improvements included within the 2022–23 Budget.</p> <ul style="list-style-type: none"> — Whitmuir Road, at Elster Creek Trail, Bentleigh. — Neerim Road at Boyd Park (eastern end), Murrumbeena. — Kooyong Road, between Sycamore Street and Carlingford Street, Caulfield South — Neerim Road, just west of Hobart Road, Murrumbeena. 	<p>100 per cent planned traffic safety improvements implemented.</p>	<p>75 per cent of traffic safety improvements were implemented.</p> <p>The Whitmuir Road at Elster Creek Trail, Bentleigh — Shared User Path Crossing project is now completed.</p> <p>The Neerim Road at Boyd Park, Murrumbeena (eastern end) — the Pedestrian Operated Signals project is currently in the planning and design stage. A road safety audit has been undertaken for the design and review. Slight changes are currently being made to the design plans following the recommendations of the road safety audit and will be completed early in the new financial year. The design has also been sent to the Department of Transport and Planning for early-stage comments as they need to sign off on the final design.</p> <p>Kooyong Road Pedestrian Operated Signals project (between Sycamore Street and Carlingford Street, Caulfield South) — the project was delayed due to site constraints that impacted the original design and community concerns raised about the proposed location. Further investigation and planning was undertaken as the existing location was no longer suitable. Planning and design is currently underway. Construction will now commence in 2032–24.</p> <p>Wombat Crossing Project, Murrumbeena — The planning and design for the Wombat Crossing Project on Neerim Road, west of Hobart Road, Murrumbeena has been completed.</p>	
<p>5.2.4 Work with multicultural community leaders to build social cohesion and respect across our diverse community.</p>	<p>A plan of priority actions is endorsed by the Multicultural Advisory Committee and Council.</p>	<p>Priority actions were endorsed by the Multicultural Advisory Committee and by Council at the Ordinary Council Meeting on 23 May 2023. The Multicultural Advisory Committee met on 31 May 2023, where Council outlined the top 10 languages of Glen Eira and presented the run sheet for the forum planned for September 2023. The forum is for local Culturally and Linguistically Diverse and multifait leaders to advance Glen Eira's strong position against racism and discrimination in building social cohesion and respect across our diverse community.</p>	

ANNUAL COMMITMENTS 2022–23

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 5.3 We will support accessible pathways into services, activities and facilities for people of all ages and abilities, particularly those most in need.			
5.3.1 Minimum of 250 sessions offered to young people through one-on-one appointments with youth development officers, youth workshops and support programs to provide social, emotional and financial support.	100 per cent youth targeted actions in the <i>Community Wellbeing Plan</i> completed.	<p>We successfully delivered all youth targeted actions in the <i>Community Wellbeing Plan 2022–2023 Action Plan</i>, these included providing individualised support to young people or supporting their parents/guardians through:</p> <ul style="list-style-type: none"> — 21 one-on-one support appointments with a youth development officer; — 3,176 brief interventions and immediate referrals through phone calls, emails and in response to enquiries from families or young people at the Bentleigh Library and Youth Hub; and — 40 workshops and programs for young people aged 10 to 25 delivered by Youth Services at the Bentleigh Library and Youth Hub, focused on social emotional support and practical life skills. 	
5.3.2 Assess the future of our aged care services to respond to the Commonwealth Aged Care reforms and community feedback on the future of Council aged care services.	<i>Aged Care and Independent Living Service Plan</i> endorsed by Council.	<p>The Australian Government announced in the 2023–24 budget that the implementation of the <i>Support at Home Program</i> and its aged care reforms would be further delayed to 1 July 2025. This was originally due to commence 1 July 2024 with the change of Government.</p> <p>In the meantime, we have engaged with the community about <i>Living and ageing well in Glen Eira</i> and reported the outcomes to Council in August 2022. The key findings by respondents were having a range of providers to choose from; reasonable fees; the ability to stay with one provider as their care needs changed; and support to navigate and access services and information.</p> <p>Through the Victorian Aged Care Reform roundtable organised by the Australian Government in November 2022 and our submission to the Australian Government in response to its <i>Discussion Paper: A New Program for In-Home Aged Care</i>, Council advocated to the Australian Government for:</p> <ul style="list-style-type: none"> — sufficient federal funding to deliver in-home support services; — funding that supports older people holistically to live and age well at home and remain connected and thriving in their local community; — strategies to manage workforce challenges within the health care sector; and — support providers to build capacity and readiness for the aged care reforms from 1 July 2025. <p>The outcomes of the engagement survey and the submission paper are on Have Your Say.</p>	

ANNUAL COMMITMENTS 2022–23

Action	Measure	Progress Updates as at 30 June 2023	Status
Strategic Priority: 5.4 We will deliver services, events and programs that recognise and celebrate our broad interests and differences and promote participation for all.			
5.4.3 Provide opportunities for young people at the new Bentleigh Library and Youth Hub to access resources that support storytelling and focus on amplifying their achievements and exploring the lived experience of young people.	<p>A new program established where young people can explore, practice, capture and share storytelling through the new digital editing suite.</p> <p>At least 10 sessions run at the Bentleigh Library and Youth Hub for young people.</p>	<p><i>Youth Voice</i> is a program that provides opportunities for young people to participate in storytelling. Weekly sessions are held in the new digital editing suite, Studio 161 at the Bentleigh Library and Youth Hub, and include workshops and training to support young people aged 10 to 17 years to develop skills in podcasting and using recording equipment. ABC's Takeover Melbourne has also delivered storytelling workshops, supporting young people to submit their stories to competitions like the <i>My Brother Jack Awards</i> and <i>Takeover Melbourne</i>.</p> <p>Participants in the <i>Youth Voice</i> program have conducted interviews with other young people, Headspace and Glen Eira's Children and Youth Librarians. The Youth Event and Leadership Team has used Studio 161 to interview winners of the 2022 <i>Youth Art Exhibition</i> to promote the 2023 Exhibition.</p> <p>25 training sessions have been held in Studio 161 since the Bentleigh Library and Youth Hub opened in October 2022.</p>	



MACKIE ROAD RESERVE CONCEPT RENDER

Financial Sustainability

Financial overview

As at 30 June 2023 our financial position remained sound with an operating surplus of \$15.7 million, compared to a budgeted surplus of \$1.8 million.

Our budget funded the delivery of our *Council Plan* and services as follows:

Table 28 Net expenditure by strategic direction and reconciliation to the budget 2022–23

Net expenditure by strategic direction ¹²	Actual \$'000	Budget \$'000	Variance \$'000
1 Well informed and transparent decisions and highly valued services	21,905	25,544	(3,639)
2 Access to well designed and maintained open spaces and places	11,807	13,865	(2,059)
3 A liveable and well planned City	23,024	23,248	(224)
4 A green and sustainable community ¹³	(124)	1,314	(1,438)
5 A healthy, inclusive and resilient community	16,200	17,649	(1,449)
Subtotal	72,812	81,620	(8,808)
Reconciliation with operating result			
<i>Expenses added in:</i>			
Proceeds, depreciation and written down value of assets	29,031	28,331	700
Net expenses	101,843	109,951	(8,108)
Income not attributable to a strategic direction			
Rates	104,815	105,411	(596)
Capital grants	5,011	2,846	2,165
Open space contributions	7,683	3,500	4,183
Income subtotal	117,510	111,758	5,752
Operating surplus for the year	15,666	1,806	13,860

Information about services funded in relation to each of the Strategic Directions is available under *Glen Eira Council Plan 2021–2025*.

Following is an overview of our financial performance for 2022–23.

Fast facts 2022–23

- \$15.7 million operating surplus
- \$202.7 million revenue with 64 per cent coming from rates and charges
- \$187 million expenditure
- \$57.2 million of capital works completed
- \$61.3 million holdings of cash and investments
- \$30.1 million of borrowings

¹² Expenditure by strategic direction is shown net of service income, including statutory fees and charges, operation, and rental income.

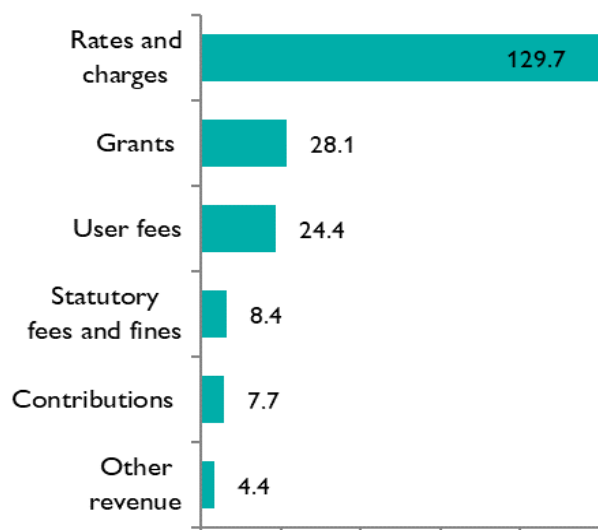
¹³ Brackets indicate actual net income for Strategic Direction 4, due to a higher than budgeted income from waste charges coupled with lower than budgeted costs for the service.

Income

Our total income for the 2022–23 financial year was \$202.7 million. This was \$15.4 million (eight per cent) more than budgeted.

Rates and charges income was in line with our *2022–23 Annual Budget*. Our rates and charges continue to be much lower than the average of all inner metropolitan Councils.

Figure 3 Income sources 2022–23 (\$ millions)



User fees were \$2.4 million higher than budget, mainly due to Glen Eira Leisure memberships returning to full capacity.

Operating grants were \$5.5 million more than budgeted because:

- the Australian Government fully prepaid our Victorian Grants Commission financial assistance of \$4.5 million for 2023–24 in June 2023; and
- grants were higher than expected for aged care and independent living (\$443,000), sustainability and waste (\$164,000) and the *school Crossing Supervision Program* (\$102,000).

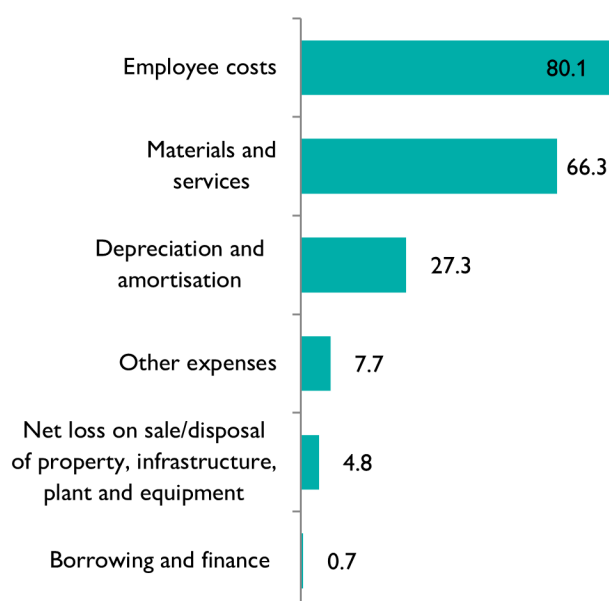
Capital grants were \$2 million higher than budget due to delayed grants received during 2022–23.

Open space contributions levied on multi-unit property developments were higher than budget by \$4.2 million. These contributions are used to fund open space.

Operating expenditure

Our total expenditure for 2022–23 was \$187 million. This is \$1.5 million (one per cent) higher than budgeted.

Figure 4 Expenditure categories 2022–23 (\$ millions)



Key variances included:

- employee costs —\$4.4 million underspent mainly due to reduced staffing in Community Aged Care and vacancies particularly in Parks Services, Family and Children's Services, Works Depot, Community Development and Corporate Counsel;
- net loss on sale and disposal of property, infrastructure, plant and equipment was \$3.6 million higher than budgeted due to the demolition of the old Carnegie Memorial Swimming Pool to commence the redevelopment of the new pool (\$1.92 million); and capital costs write off for works that will no longer proceed, including multideck carparks and Inkerman Road design works.

For more information on income and expenditure see note 2 of the Financial Statements.

Capital expenditure

During 2022–23 we spent \$57.2 million on capital works across the following types of assets and types of expenditure as shown in Figure 5 and Figure 6 below.

Figure 5 Capital expenditure by asset type (\$ millions)

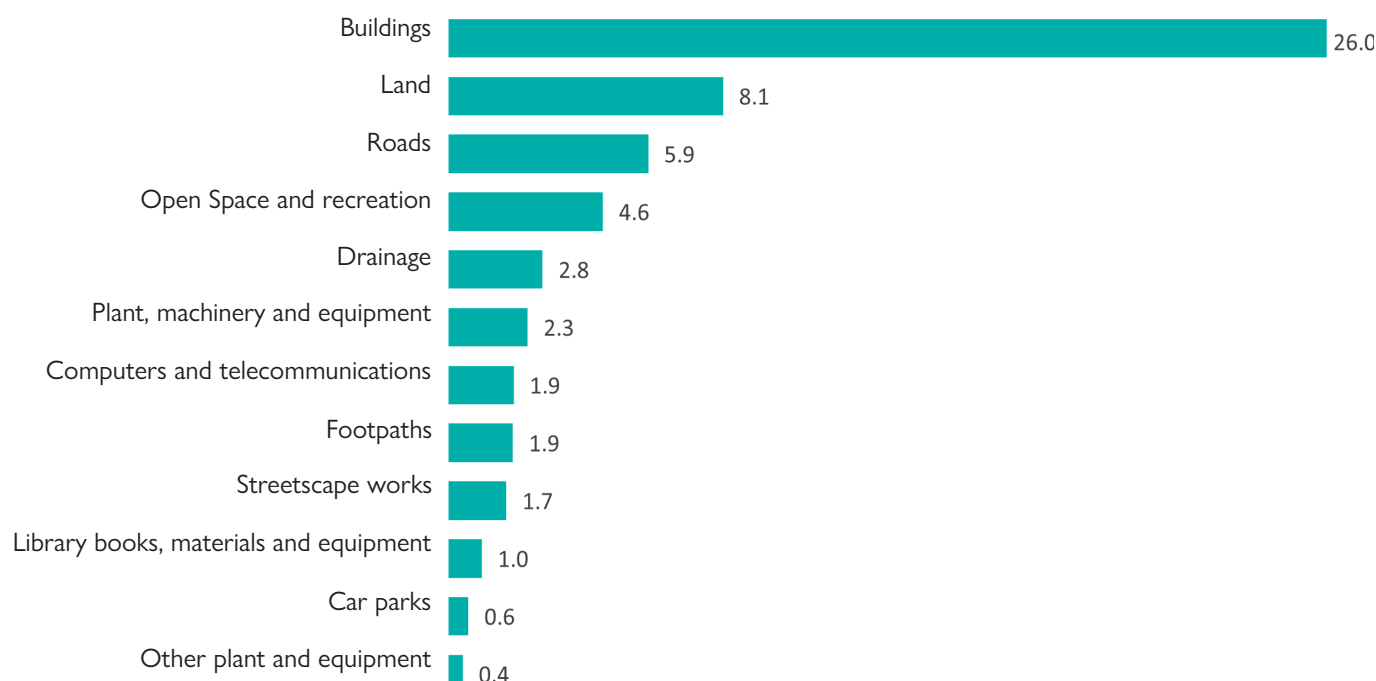
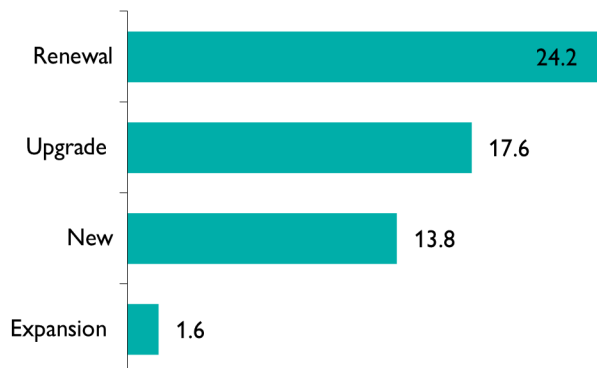


Figure 6 Capital expenditure by works type (\$ millions)



We underspent by \$8.5 million compared to budget on capital works. Variances occurred in the following activities:

- Land — we purchased four parcels of land for future open space (\$2 million over budget) as a significant parcel of land became available.
- Plant, machinery and equipment— \$1.5 million was underspent due to delays in manufacturing and delivery of ordered items.
- Communications and telecommunications —\$1.8 million was underspent due to delays in completing general

hardware renewals, replacement of finance system, data governance, cyber security uplift and customer strategy projects. Unspent funds will be carried forward into 2023–24.

- Roads — \$3.3 million was underspent as works across the municipality were unable to be completed. Delays were mainly associated with ongoing supply chain issues including contractor availability and material shortages such as concrete and crushed rock. The unspent funds will be carried forward to the 2023–24 financial year.
- Drainage — includes drains in road reserves and sports grounds drainage and irrigation. Drainage was underspent by \$1.2 million due to works across the municipality unable to be completed. Delays occurred due to contractor availability and ongoing supply chain issues relating to the supply of pipes. The unspent funds will be carried forward to the 2023–24 financial year.

For more information see note 2.1.2 of the Financial Statements.

Major capital works

Carnegie Memorial Swimming Pool

Total budget: \$75.3 million.

Annual spend 2022–23: \$16.7 million.

Construction for the new Carnegie Memorial Swimming Pool commenced in early 2023 and the redevelopment is scheduled to be completed in time for summer 2024.

The new year-round aquatic and leisure facility will be one of the most environmentally friendly and sustainable centres in the world. It will be designed and constructed to a 6 Star Green Star rating with a focus on climate resilience, low energy operations and maximum water efficiency. The redevelopment is an intergenerational investment in our community's health and wellbeing. It will create new opportunities for residents and the wider community to make new friends, learn new skills and maintain healthy lifestyles.

The redevelopment will preserve the centre's existing character while providing improved accessibility and user experience. The centre will include an outdoor 50-metre eight lane pool and diving pool, an indoor warm water pool and a 25-metre learn to swim pool. These facilities are designed to complement and ease the pressure on GESAC's learn to swim school and warm water programming.

Murrumbeena Park Community Hub

Total budget: \$11.7 million.

Total expenditure: \$11.1 million

The *Murrumbeena Park Masterplan* adopted by Council in September 2019 outlined plans for the development of the Murrumbeena Park Community Hub.

The existing pavilion at Murrumbeena Park was demolished to make way for an integrated community hub with multi-purpose spaces for use by the community and sports clubs.

The new facility was officially opened on 21 October 2022 and incorporates three community multi-purpose rooms, a 140-seat function room with kitchen, fully accessible showers and toilet facilities, a Changing Places facility for people with disabilities and their carers to use, sports club change facilities and social space, and a new car park, with a new entrance off Gerald Street

Bentleigh Library and Youth Hub

Total budget: \$6.2 million.

Total expenditure: \$6.4 million

Bentleigh Library has been transformed into a new community facility that integrates our Library and Youth Services. It was officially opened to the public on 26 October 2022.

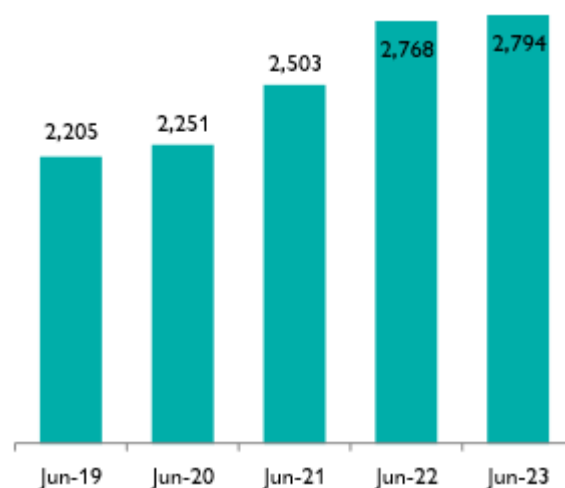
The new Bentleigh Library and Youth Hub features flexible programming spaces, independent study areas, expanded areas to browse book collections, a Changing Places facility, a pedestrian plaza and playspace at the entrance to the building.

Features designed with young people in mind include a teen lounge, a light-filled courtyard, children's reading nooks, a fully equipped training room, places for a confidential discussion with a Youth Development Officer and a recording and editing suite.

Assets

Our fixed assets (including property, infrastructure, plant, equipment and intangibles) increased in value from \$2,768 million to \$2,794 million. The movement in our property, infrastructure, plant and equipment value was due to the impact of our assets revaluation; the net result of the capital works program; asset depreciation; and the sale of property, plant and equipment

Figure 7 Fixed asset values June 2019 to June 2023 (\$ millions)

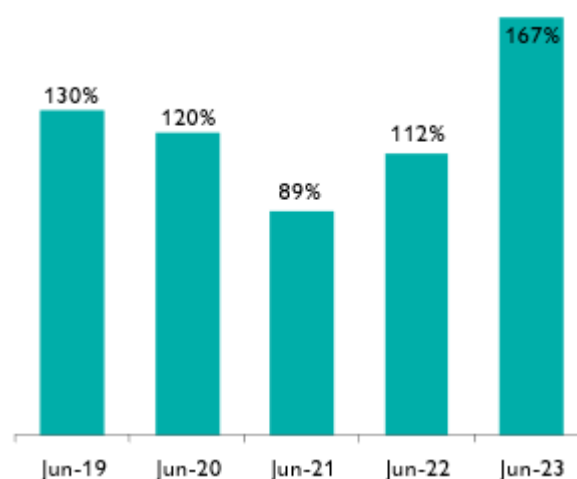


Financial obligations

We drew down \$27 million in new borrowings during 2022–23 and our total borrowings at 30 June 2023 were \$30.1 million. Repayments for these loans are scheduled over 15 years and included in our *Long-Term Financial Plan*.

To bridge the infrastructure gap, we invested \$41.8 million in renewing and upgrading assets in 2022–23. Our asset renewal ratio, measured by comparing asset renewal and upgrade expenditure to depreciation, was 167 per cent.

Figure 8 Asset renewal ratio June 2019 to June 2023



Liquidity

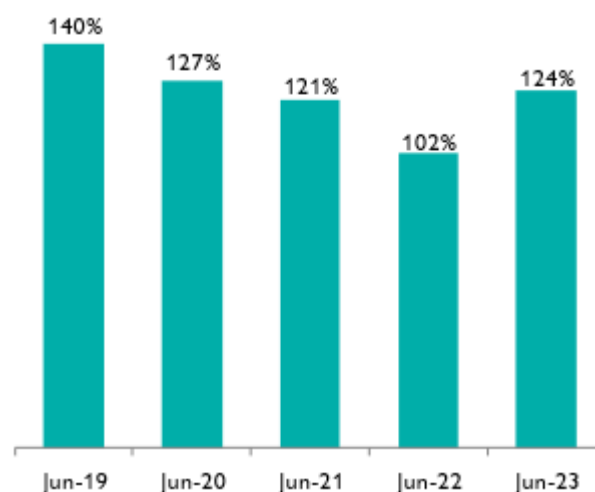
Working capital is the excess of current assets above current liabilities. This calculation recognises that some of our current assets are committed to settling liabilities in the following 12 months and are not available to spend.

Cash and cash equivalents (including financial assets) were \$61.33 million as at 30 June 2023. This is enough to cover our short-term restricted liabilities, which include \$21.1 million in trust funds and aged care deposits.

We must ensure we maintain working capital and we have enough cash reserves to meet normal cash flow requirements. We'll continue to have a large investment in capital works projects. The liquidity ratio expresses our level of current assets for meeting current liabilities.

We should hold enough cash to cover restricted assets, such as residential aged care deposits, Public Open Space Reserve, contract deposits and the Fire Services Property Levy.

Figure 9 Working capital ratio



Public Open Space Reserve

The Public Open Space Reserve can be used to fund projects that meet the conditions of the *Open Space Strategy*, which is focused on increasing or enhancing open space in identified gap areas. Contributions to the Reserve during the financial year related to public open space levies received under Section 18 of the *Subdivision Act 1988*.

These contributions are levied on multi-unit property developments to fund open space and depend on decisions made by developers, not Council. Contribution income of \$7.68 million was received during 2022–23. We spent \$8.33 million on projects that met the conditions of the strategy. The balance of the Open Space Reserve is now \$18.96 million.

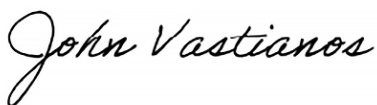
Economic factors

Like all other councils and businesses across Victoria, we are operating in increasingly constrained financial circumstances. Our financial position has been materially impacted both in terms of revenue and increasing costs, such as construction, utilities, and borrowing, and by labour shortages.

The impact of increased regulation and cost shifting from other levels of government is a contributing factor. The economic environment and ambitious program of works result in increasing risk to our financial sustainability. Economic factors impacting our performance included:

- inflation for the twelve months ending 30 June 2023, which was six per cent, while the rate cap was set at 1.75 per cent, limiting our ability to increase our income in line with higher costs, especially those relating to construction;
- ongoing cost shifting — this occurs where local government provides a service to the community on behalf of the Victorian and Australian Governments but don't receive funding to cover real cost increases. Services subject to cost shifting included school crossing supervision, library services and home and community care for aged residents. In all these services the level of payment we received from other levels of government did not reflect the real cost of providing the service to the community; and
- our permanent staff turnover which was 20 per cent over the financial year. It has been challenging to fill vacancies. In residential aged care, we are relying on agency contractors at a higher cost.

We will continue to focus on using ratepayer revenue responsibly and generating additional income where possible to invest in community services, infrastructure, and facilities. We aim to maintain and improve our services, infrastructure, and facilities, especially in terms of access, equity, and environmental sustainability. Our long-term financial strategy confirms this approach.



John Vastianos

Chief Financial Officer

Our financial and performance statements

As part of our commitment to accountability, we provide this information to help you understand our Financial Statements and Performance Statement.

Certifications

Each statement is certified by two Councillors, our Chief Executive Officer and Principal Accounting Officer (in our case, the Chief Financial Officer). The Councillors and the Chief Executive Officer must make certifications stating, in their opinion, that the statements are fair, correct and not misleading. The Principal Accounting Officer must make a separate certification stating, in their opinion, whether the statements met all statutory and professional reporting requirements.

Auditor-General's reports

The Victorian Auditor-General's Office audits these statements, and our Audit Committee reviews them before Council adopts them in-principle. The Auditor-General's Office then offers independent opinions on the Performance Statement and the Financial Statements. These opinions assess compliance with statutory and professional requirements, and the fairness aspects of the statements. They also advise if there are any issues of concern. Once we get approval from the Auditor-General's Office, we make our statements available to the public in our *Annual Report*.

Our Financial Statements for the year ended 30 June 2023

We prepare the Financial Statements to meet the requirements of the *Local Government Act 2020* and Australian Accounting Standards. We also use the Local Government Victoria model accounts to help with standardised financial reporting. The Financial Statements comprise five main statements followed by explanatory notes:

Our Performance Statements for the year ended 30 June 2023

The Performance Statement meets the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020* and includes results of the prescribed sustainable capacity, service performance and financial performance indicators and measures and explains any material variations in the results.

See [**Appendix A**](#)



Corporate Governance

Our role

Councils are the level of government closest to the community and have a critical role in delivering community services and infrastructure. The *Constitution Act 1975* establishes local government as democratically elected councils with the functions and powers that the Victorian Parliament considers necessary to ensure the peace, order and good government of each municipal district.

The *Local Government Act 2020* (the Act) sets out the role and powers of councils in Victoria and provides principles to guide how councils should exercise those functions and powers. The Act has been implemented in phases since it received royal assent on 24 March 2020. The transition from the *Local Government Act 1989* is now complete, but parts of the 1989 Act remain in force until further notice.

Our role is to provide good governance for the benefit and wellbeing of the community. We govern for and on behalf of the community. In doing so, we must be accountable, transparent, collaborative, efficient and engaged with the community. We are responsible for setting our strategic direction, establishing and guiding policies, setting service delivery standards and monitoring our performance.

The principles that guide us include the following:

- complying with relevant law when making decisions and acting;
- giving priority to achieving the best outcomes for the community, including future generations;
- promoting the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks;
- engaging the community in strategic planning and strategic decision-making;
- pursuing innovation and continuous improvement;
- collaborating with other councils and governments, and statutory bodies;
- ensuring the ongoing financial viability of Council;
- taking into account regional, state and national plans and policies in strategic planning and decision-making; and
- ensuring transparency of Council decisions, actions and information.

Governance and management checklist

The *Local Government Performance Reporting Framework* requires councils to report against a governance and management checklist consisting of 24 items. The checklist acts as an assessment of each council's governance to support community engagement, planning, monitoring and decision-making. The following are the results in the prescribed form of our assessment against the checklist.

Table 29 Governance and Management Checklist

GOVERNANCE AND MANAGEMENT CHECKLIST		
Governance and management items	Assessment	Outcome
Community engagement policy <i>(Policy outlining Council's commitment to engaging with the community on matters of public interest)</i>	Adopted in accordance with section 55 of the Act	✓
	Date of operation of current <i>Policy</i>	23/02/2021 The <i>Policy</i> is due for review in 2024.
Community engagement guidelines <i>(Guidelines to assist staff to determine when and how to engage with the community)</i>	Current guidelines in operation	✓
	Date of operation of current guidelines	05/04/2022
Financial Plan <i>(Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)</i>	Adopted in accordance with section 91 of the Act	✓
	Date of adoption	28/06/2022
Asset Plan <i>(Plan that sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)</i>	Adopted in accordance with section 92 of the Act	✓
	Date of operation of current <i>Plans</i>	28/06/2022
Revenue and Rating Plan <i>(Plan setting out the rating structure of Council to levy rates and charges)</i>	Adopted in accordance with section 93 of the Act	✓
	Date of adoption	28/06/2022
Annual budget <i>(Plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)</i>	Budget adopted in accordance with section 94 of the Act	✓
	Date of adoption	27/06/2023

GOVERNANCE AND MANAGEMENT CHECKLIST

Governance and management items	Assessment	Outcome
Risk policy <i>(Policy outlining Council's commitment and approach to minimising the risks to Council's operations)</i>	Current <i>Policy</i> in operation	✓
	Date of operation of current <i>Policy</i>	19/07/2022
Fraud policy <i>(Policy outlining Council's commitment and approach to minimising the risk of fraud)</i>	Current <i>Policy</i> in operation	✓
	Date of operation of current <i>Policy</i>	26/07/2017 The <i>Policy</i> is currently being reviewed. The review will be completed by December 2023.
Municipal emergency management plan <i>(Plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)</i>	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i>	✓
	Date of preparation	1/12/2022 Council is due to have its <i>Municipal Emergency Management Plan</i> updated in August 2023.
Procurement policy <i>(Policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council)</i>	Adopted in accordance with section 108 of the Act	✓
	Date of approval	3/11/2021
Business Continuity plan <i>(Plan setting out the actions that will be taken to ensure key services continue to operate in the event of a disaster)</i>	Current <i>Plan</i> in operation	✓
	Date of operation of current <i>Plan</i>	13/09/2022
Disaster recovery plan <i>(Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</i>	Current <i>Plan</i> in operation	✓
	Date of operation of current <i>Plan</i>	2/03/2023
Risk management framework <i>(Framework outlining Council's approach to managing risks to the Council's operations)</i>	Current <i>Framework</i> in operation	✓
	Date of operation of current <i>Framework</i>	19/07/2022

GOVERNANCE AND MANAGEMENT CHECKLIST

Governance and management items	Assessment	Outcome
Audit and Risk committee (Advisory committee of Council under section 53 and 54 of the Act)	Established in accordance with section 53 of the Act	✓
	Date of establishment	11/08/2020
Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged	✓
	Date of engagement of current provider	1/07/2020
Performance reporting framework (A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Current <i>Framework</i> in operation	✓
	Date of operation of current <i>Framework</i>	22/06/2023
Council Plan report (Report reviewing the performance of the Council against the <i>Council Plan</i> , including the results in relation to the strategic indicators, for the first six months of the financial year)	Current report	✓
	Dates reporting presented	<i>Quarterly Service Performance Report:</i> 20/09/2021; 22/11/2022; 28/02/2023; and 23/05/2023.
Quarterly budget reports (Quarterly reports to Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)	Quarterly reports presented to Council in accordance with section 97(1) of the Act	✓
	Dates statements presented	Financial Management Reports presented: June 2022 quarter: 30/08/2022; September 2022 quarter: 2/11/2022; December 2022 quarter: 8/02/2023; and March 2023 quarter: 2/05/2023.
Risk reporting (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk reports prepared and presented	✓
	Dates reporting presented	Risk reports presented to Audit and Risk Committee on: 25/11/2022 and 26/05/2023.

GOVERNANCE AND MANAGEMENT CHECKLIST

Governance and management items	Assessment	Outcome
Performance reporting (Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the Act)	Performance reports prepared	✓
	Dates of reports	Performance reporting for: 30 June 2022 report presented on 12/10/2022; and 31 December 2022 report presented on 13/04/2023.
Annual report (Annual report under sections 98 and 99 of the Act containing a report of operations and audited financial performance statements)	Annual report presented at a meeting of Council in accordance with section 100 of the Act	✓
	Date of presentation to Council	12/10/2022
Councillor Code of Conduct (Code setting out the standards of conduct to be followed by Councillors and other matters.)	Code of conduct reviewed and adopted in accordance with section 139 of the Act	✓
	Date reviewed and adopted	3/11/2021
Delegations (Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act	✓
	Dates reviewed	24/11/2020
Meeting procedures (Governance Rules governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act	✓
	Date rules were adopted	30/08/2022

I certify that this information presents fairly the status of Council's governance and management arrangements.



Rebecca McKenzie
CHIEF EXECUTIVE OFFICER

Dated: 05 September 2023



Councillor Jim Magee
MAYOR

Dated: 05 September 2023

Council elections

The last Glen Eira Council election was held on 24 October 2020 and was conducted by the Victorian Electoral Commission (VEC) by postal voting in accordance with ministerial direction.

The VEC must conduct an electoral representation review at least every 12 years. The last review took place in 2011 and resulted in minor boundary changes that took effect from the 2012 Council elections. The VEC will undertake a review in 2023 with a new ward structure, incorporating single-councillor wards to be in place by the next election in October 2024.

Election of the Mayor and Deputy Mayor

The Councillors elect our Mayor and Deputy Mayor for one-year terms. On 23 November 2022, Cr Jim Magee was elected Mayor and Cr Anne-Marie Cade was elected Deputy Mayor.

The Mayor is the principal spokesperson for Council, chairs Council meetings, performs ceremonial duties and has a range of responsibilities under the *Act*, including leading engagement with the community on the development of the *Council Plan*. The Mayor also assists Councillors to understand their role and promotes behaviour consistent with the *Councillor Code of Conduct*.

Council meetings

Ordinary Council meetings are generally held every three weeks on Tuesday evenings, with special Council meetings held as required. Meetings are held in the Council Chamber at the Glen Eira Town Hall, with all meetings livestreamed and placed on our website within 48 hours.

Meetings must comply with the Governance Rules adopted by Council on 30 August 2022 in accordance with the *Act* and the [Local Government \(Governance and Integrity\) Regulations 2020](#). The meetings must also comply with the [Council Meeting Procedure Local Law](#) that was reviewed and adopted in 2019. Agendas consist of reports independently prepared by staff members and include recommendations for Council to consider.

You are welcome to submit questions to ordinary Council meetings, under clause 31 of [Council's Governance Rules](#), titled *Public Participation and Written Public Questions to Council*, and the associated guidelines.

Councillor attendance at Council Meetings

There were 15 ordinary meetings and three special meetings in 2022–23.

Table 30 Councillor attendance at meetings 2022–23

Councillor	Ordinary meetings (15 held)	Special meetings (3 held)
Cr Tony Athanasopoulos	12	2
Cr Anne-Marie Cade	11	2
Cr Margaret Esakoff	13	3
Cr Jim Magee	14	3
Cr Sam Parasol	13	3
Cr Sue Pennicuik	14	3
Cr Li Zhang	14	3
Cr Simone Zmood	14	3
Cr David Zyngier	15	3

Delegations

Important decisions of Council are made by our elected councillors at formal Council meetings. However, not all decisions are made at Council meetings. Our Chief Executive Officer (CEO) has statutory responsibility for managing our day-to-day operations giving her the authority to make certain decisions.

Council delegates some other decisions either to Council staff or to the CEO, who may subdelegate them to other staff. Delegations may also be made to committees. Formal delegation ensures we carry out our activities effectively and efficiently.

Committees

The Act requires councils to establish an Audit and Risk Committee. The Act also permits the establishment of delegated committees, joint delegated committees and community asset committees. In addition, we operate several Advisory Committees that offer advice and recommendations to Council on specific issues. We are also represented on external bodies that serve the community. We regularly review Councillor membership on committees.

Delegated Committees

The Act allows councils to establish one or more delegated committees consisting of:

- Councillors;
- Council staff;
- other persons; or
- any combination of the above.

During 2022–23 Council had no delegated committees.

AUDIT AND RISK COMMITTEE

An Audit and Risk Committee was established under subsection 53(1) of the Act.

Role: to report to Council and give advice and recommendations on issues that are relevant to our Audit and Risk Committee Charter. This facilitates our decision-making and helps us carry out our responsibilities.

Councillor members (appointed 3 November 2021 to 22 November 2022): Cr Esakoff, Cr Parasol, Cr Pennicuik (substitute member), Cr Magee (substitute member).

Councillor representatives (appointed 22 November 2022): Cr Magee, Cr Pennicuik, Cr Parasol (substitute member), Cr Zmood (substitute member)

Independent representatives: Lisa Woolmer (Chair until 31 December 2022), Craig Geddes (Chair appointed 1 January 2023), Menchi Schneier, Lisa Tripodi

Five meetings held during 2022–23

Our Audit and Risk Committee comprises independent representatives who receive the following remuneration:

Table 31 Audit and Risk Committee remuneration

Independent representative	Remuneration	Appointed until
Lisa Woolmer (Chair until 31 December 2022)	\$10,973 p.a. (excl. GST)	End of term–31 December 2022
Craig Geddes (Chair appointed 1 January 2023)	\$10,973 p.a. (excl. GST)	Appointed until 1 January 2027
Menchi Schneier	\$9,387 p.a. (excl. GST)	Appointed until 1 January 2025
Lisa Tripodi	\$9,387 p.a. (excl. GST)	Appointed until 1 January 2026

ADVISORY COMMITTEES

Advisory Committees provide advice and recommendations for decisions by Council. Advisory Committee meetings are meetings where a quorum of Councillors is present, with or without community members in accordance with the Terms of Reference for that Committee. The following Advisory Committees and representations are in place.

Arts and Culture Advisory Committee

Role: to assist and advise Council regarding key issues relating to arts and culture; to contribute views on the cultural needs of the community; and to collaborate on strategies to encourage participation in the cultural life of Glen Eira.

(New membership as of 23 November 2022)

Councillor membership: Cr Esakoff, Cr Zhang, Cr Parasol, Cr Cade

Four meetings held during 2022–23

CEO Employment Matters Advisory Committee

Role: to assist Council to fulfil its responsibilities in relation to employment matters of the CEO, as outlined in Council's *CEO Employment and Remuneration Policy*.

(New membership as of 23 November 2022)

Councillor membership: Cr Magee (Mayor), Cr Zmood, Cr Athanasopoulos

Independent Chair: Dr Kathy Alexander

Three meetings held during 2022–23

Citizen of the Year Advisory Committee

Role: to make recommendations for recipients of *Citizen of the Year*, *Young Citizen of the Year* and *Community Group of the Year*.

(New membership as of 23 November 2022)

Councillor membership: Cr Magee (Mayor), Cr Cade, Cr Pennicuik

One meeting held during 2022–23

Community Engagement Advisory Committee

Role: to make recommendations about how we consult with residents, ratepayers and other stakeholders, ensuring maximum participation, communication and value to the community.

(New membership as of 23 November 2022)

Councillor membership: Cr Zmood, Cr Zyngier, Cr Athanasopoulos

Five meetings held during 2022–23

Community Grants Advisory Committee

Role: to support and help not-for-profit community-based groups to meet community priorities, to strengthen our community and to make recommendations about the suitability and distribution of community grant funding with respect to applications and agreements.

(New membership as of 23 November 2022)

Councillor membership: Cr Zhang, Cr Parasol, Cr Pennicuik

Eight meetings held during 2022–23

Elsternwick Cultural Precinct Advisory Committee

Role: to ensure an integrated and collaborative approach to the design of the Elsternwick Cultural Precinct, Selwyn Street and the memorial structure for Holocaust survivors.

(New membership as of 23 November 2022)

Councillor membership: Cr Zyngier, Cr Athanasopoulos, Cr Cade, Cr Parasol

No meetings held during 2022–23 as the project has been put on hold. Council will commence detailed design for the project in 2025 and will provide the community an opportunity to offer feedback. When this process is complete, we will proceed with construction.

Glen Eira Business and Economy Advisory Committee

Role: to provide support, including identifying services and opportunities to benefit local businesses and to develop relationships and collaborate between various business sectors.

(New membership as of 23 November 2022)

Councillor membership: Cr Cade, Cr Parasol, Cr Athanasopoulos

Two meetings held during 2022–23

Glen Eira Multicultural Advisory Committee

Role: to provide feedback and advice to Council on activities, engagement and communication strategies with people and communities from culturally and linguistically diverse backgrounds.

The Multicultural Advisory Committee consists of 12 individuals who represent our diverse cultural, ethnic, linguistic and faith communities and nine organisational representatives from the following agencies operating in Glen Eira:

- Glen Eira Adult Learning Centre;
- Jewish Community Council of Victoria;
- Good Vibes Society;
- Sinhala Cultural and Community Services Foundation;
- Progressive Judaism Victoria;
- Bentleigh Chinese Community Association;
- Jewish Care;
- Let's Connect Club; and
- Inner Eastern Local Learning and Employment Network.

Councillor membership: Cr Athanasopoulos, Cr Zyngier, Cr Zhang, Cr Zmood

Four meetings held during 2022–23

Glen Eira Youth Advisory Committee

Role: To provide feedback and advice to Council on matters impacting young people in the development of initiatives, strategies and plans.

Councillor membership: Cr Zyngier, Cr Zhang, Cr Athanasopoulos

Other membership: Manager Family Youth and Children's Services, Youth Services Officer, a minimum of 10 and a maximum of 20 young people aged 12 to 25 years.

One meeting held during 2022–23

Local Laws Advisory Committee

Role: to provide a forum for investigation and recommendations concerning current and potential local laws and associated issues.

Councillor membership: Cr Magee (Mayor), Cr Zmood, Cr Parasol and Cr Athanasopoulos

No meetings held during 2022–23

Open Space, Sport and Recreation Advisory Committee

Role: to provide advice and make recommendations about open space, sport, recreation and leisure activities. This includes a review and consideration of current and future needs for recreation and leisure facilities, open space and unstructured recreation. The Committee also reviews relevant policies and strategies.

(New membership as of 23 November 2022)

Councillor membership: Cr Magee (Mayor), Cr Zmood, Cr Parasol, Cr Athanasopoulos

Two meetings held during 2022–23

Strategic Transport Advisory Committee

Role: to provide advice and make recommendations about strategic transport planning. This includes the development and review of our *Integrated Transport Strategy*, and providing information, advice and recommendations on emerging transport and urban design initiatives, significant Victorian Government projects, and advocacy and policy issues where appropriate.

(New membership as of 23 November 2022)

Councillor membership: Cr Pennicuik, Cr Zmood, Cr Zhang

Four meetings held during 2022–23

Sustainability Advisory Committee

Role: to make recommendations about environmental sustainability. This includes sustainability advocacy on behalf of the community, responding to strategic Council and/or sector issues and opportunities and policy development.

(New membership as of 23 November 2022)

Councillor Membership: Cr Zmood, Cr Zhang, Cr Zyngier, Cr Pennicuik

Five meetings held during 2022–23

OTHER COMMITTEES WITH COUNCILLOR REPRESENTATIVES

Community Safety Committee

Role: to promote, guide and support strategic responses to community safety priorities in Glen Eira. The Community Safety Committee meets quarterly and has provided Council with an important platform to engage with key partner organisations and emergency services to promote and enhance community safety across the City.

The following organisations were represented on the committee:

- Department of Justice and Community Safety
- Department of Families, Fairness and Housing
- Neighbourhood Watch
- Community Security Group (CSG Vic)
- Women's Health in the South East (WHISE)

— Taskforce

— Peninsula Community Legal Centre (PCLC)

— Hatzolah

Councillor membership: Cr Esakoff, Cr Cade and Cr Parasol

Four meetings held during 2022–23

Eastern Alliance for Greenhouse Action (EAGA)

EAGA is a formal collaboration of eight Councils in Melbourne's east, working together on regional programs that reduce greenhouse gas emissions and facilitate adaptation.

Delegates: Cr Zmood, Cr Zyngier (substitute)

Local Government Working Group on Gambling (LGWGOG)

The group provides an opportunity for Victorian Local Governance Association member councils to come together to hear from informed speakers about gambling harm prevention research and policy and consider Municipal Public Health and Wellbeing Plan implications and the regulatory environment.

Delegate: Cr Zyngier, Cr Esakoff (substitute)

Municipal Association of Victoria (MAV)

The MAV is a membership association and the legislated peak body for Victoria's local councils. Each member council appoints a delegate to attend State Council meetings, exercise their council's vote and provide regular reports to their council on MAV activities.

Delegate: Cr Zmood, Cr Esakoff (substitute)

Metropolitan Transport Forum (MTF)

The MTF represents 26 Melbourne councils to promote and work for sustainable, equitable and efficient transport options across metropolitan Melbourne.

Representative: Cr Zyngier, Cr Athanasopoulos (substitute)

Victorian Local Governance Association (VLGA)

The Victorian Local Governance Association is an independent organisation committed to supporting councils and councillors in good governance.

Delegate: Cr Cade, Cr Pennicuik

Councillor allowances and support

Our Mayor and Councillors are supported by a Councillor Business team, which processes community correspondence, co-ordinates meetings and supports mayoral and civic functions.

Councillors are entitled to receive an allowance while performing their duty as a councillor in accordance with Section 39 of the *Act*. Allowances are fully taxable and are set by the Victorian Independent Remuneration Tribunal according to three categories based on our income and population. Glen Eira City Council is recognised as a category three council.

The allowances payable to Mayors, Deputy Mayors and Councillors increased by 1.5 per cent, effective 18 December 2022. The allowances applicable to Glen Eira City Councillors from 18 December 2022 to 17 December 2023 are \$124,469 for the Mayor, \$62,235 for the Deputy Mayor, and \$37,565 for Councillors. An additional 10.5 per cent is paid on top of the allowance, which Councillors may choose to direct to their superannuation. The following table contains details of allowances received by the Mayor, Deputy Mayor and Councillors during the year.

Table 32 Councillor allowances 2022–23

Councillor	Mayor or Deputy Mayor Position	Allowance, including superannuation \$
Cr Tony Athanasopoulos		\$40,695
Cr Anne-Marie Cade	Deputy Mayor 23 November 2022 to 30 June 2023	\$57,130
Cr Margaret Esakoff		\$40,695
Cr Jim Magee	Mayor 1 July 2022 to 30 June 2023	\$134,905
Cr Sam Parasol		\$40,695
Cr Sue Pennicuik		\$40,695
Cr Li Zhang	Deputy Mayor 1 July 2022 to 23 November 2022	\$51,020
Cr Simone Zmood		\$40,695
Cr David Zyngier		\$40,695
Total		\$487,225

COUNCILLOR EXPENSES

In accordance with Section 40 of the *Act*, we are required to reimburse a councillor for expenses incurred in performing their duties as a Councillor. We are also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties.

The details of the expenses, including reimbursement of expenses for each Councillor and member of a Council committee, we paid for the 2022–23 year are set out below:

Table 33 Councillor expenses 2022–23

Councillors	Travel	Professional development	Support the performance of the role	Total
Cr Tony Athanasopoulos	\$0	\$1,312	\$1,651	\$2,963
Cr Anne-Marie Cade Deputy Mayor 23 November 2022 to 30 June 2023	\$52	\$4,033	\$663	\$4,696
Cr Margaret Esakoff	\$0	\$185	\$607	\$792
Cr Jim Magee Mayor 1 July 2022 to 30 June 2023	\$0	\$1,267	\$2,316	\$3,583
Cr Sam Parasol	\$0	\$1,277	\$503	\$1,780
Cr Sue Pennicuik	\$0	\$1,071	\$626	\$1,697
Cr Li Zhang Deputy Mayor 1 July 2022 to 23 November 2022	\$0	\$0	\$384	\$384
Cr Simone Zmood	\$30	\$2,748	\$496	\$3,244
Cr David Zyngier	\$0	\$0	\$827	\$827
Total	\$82	\$11,893	\$8,073	\$19,966

- **Professional development:** covers registration fees for local conferences, functions, seminars, memberships and one-off or short-term training courses. They are usually held by local government organisations and professional bodies or institutions in areas that impact on the role of Councillors and the City. Any conference, seminar, function or training that is likely to cost more than \$750 must be approved by Council resolution.
- **Travel:** covers Councillors' transport costs to attend meetings, functions and other commitments within and outside the municipality. This includes taxis, reimbursement for using private vehicles for Council business and car parking fees and permits, as described in the *Councillor Civic Support and Expense Policy*.
- **Support the performance of the role:** covers Councillors' communication costs to ensure they are accessible and can contact residents, stakeholders, Councillors and Council officers while conducting Council business. This includes costs associated with use of mobile phones, tablets or iPads. We also reimburse reasonable expenses for childcare and carers so Councillors can carry out their duties.

COUNCILLOR CODE OF CONDUCT

Council adopted its current [Councillor Code of Conduct](#) on 3 November 2021, in accordance with the Act. Councils must adopt a *Councillor Code of Conduct* within four months after each general election. Its purpose is to help our Councillors meet their responsibilities. It sets standards to ensure their conduct is legal, ethical and appropriate at all times.

The *Code of Conduct* states that the conduct of our elected representatives directly affects our performance and community wellbeing. The community is entitled to expect that:

- we conduct business with efficiency, impartiality and integrity;
- our Councillors obey the spirit and letter of the law, in particular the provisions of relevant statutes, regulations, local laws and instruments; and
- responsibility to the community always takes absolute priority over Councillors' private interests.

Councillors sign a written agreement to obey the *Code of Conduct* when they take an Oath or Affirmation of Office at the start of their term and each time the *Code* is reviewed.

CONFLICT OF INTEREST

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it.

Councillors are elected by the residents to act in the best interests of the community. Councillors must disclose if they have a general or material conflict of interest on any item to be discussed at a Council meeting. Once a Councillor declares a conflict of interest, the Councillor must leave the meeting and cannot be present for the discussion or voting on that matter.

When a council delegates its powers to a member of staff or a committee, the committee or staff member also needs to act in the public interest. Our Governance Rules set out the processes for the disclosure of a conflict of interest. There were nine declared conflict of interest at Council meetings for 2022–23.

For more information see [Our Councillors](#).

Contracts

PROCUREMENT POLICY

During 2022–23, Council awarded the following contracts that were valued above \$300,000, for which a competitive public tender was required to be undertaken in accordance with our *Procurement Policy*.

Table 34 Contracts awarded via public tender

Contract description	Awarded to	Award date
Supply and delivery of GESAC cardio equipment	Technogym Australia Pty Ltd/Westpac Banking Corporation	18/07/2022
Block tree pruning services	Treeserve Pty Ltd	19/07/2022
Caulfield Park irrigation works (western end)	Chapman and Rivett (VIC) Pty Ltd, trading as Century Rain	27/07/2022
Victory Park carpark upgrade	Novacon Group Pty Ltd	9/08/2022
Provision of an eRecruitment system	PageUp People Pty Ltd	9/08/2022
Scott Street stage 3A drainage works	Jaydo Construction Pty Ltd	15/08/2022
Princes Park oval 1 irrigation system upgrade	Ecostream Pty Ltd	22/08/2022
Provision of concrete dry grinding of footpaths	McDonough Contracting Pty Ltd	30/08/2022
Briggs Street stage 2 drainage works	Jaydo Construction Pty Ltd	30/08/2022
Scott Street stage 4 drainage works	Jaydo Construction Pty Ltd	30/08/2022
Ricourt Avenue and Ella Street reconstruction	Delfino Paving Co Pty Ltd	30/08/2022
Victory Park oval 2 irrigation system upgrade	Aqualines Irrigation Pty Ltd	31/08/2022
Panel for provision of heritage consultancy services	Panel of six suppliers	7/09/2022
Panel for provision of penetration testing services	Panel of two suppliers	27/09/2022
Early works – demolition of building – Carnegie Memorial Swimming Pool redevelopment	City Circle Demolition and Excavation Pty Ltd	17/10/2022
Panel for provision of CCTV condition survey services – stormwater drainage	Panel of two suppliers	28/10/2022

Contract description	Awarded to	Award date
Panel for provision of concrete maintenance services and associated civil works	Panel of five suppliers	2/11/2022
Albert Road reconstruction	V Crete Contractors Pty Ltd	7/11/2022
Acacia Street reconstruction	Fercon Pty Ltd	7/11/2022
Wilks Street reconstruction	Fercon Pty Ltd	7/11/2022
Supply and installation of electric vehicle charging stations	RACV Solar Pty Ltd	9/11/2022
Provision of traffic management services	Construct Traffic No 2 Pty Ltd	21/11/2022
Panel for provision of community engagement consultancy services	Panel of six suppliers	29/11/2022
Panel for provision of arboriculture services	Panel of four suppliers	13/12/2022
Panel for provision of pool chemicals and gases to aquatic and leisure facilities	Panel of three suppliers	13/12/2022
Carnegie Memorial Swimming Pool redevelopment – project management services, including Superintendent and Clerk of Works	Turner and Townsend Thinc Pty Ltd	13/12/2022
Internal refurbishment of Caulfield Town Hall (first floor and service centre back office)	Simbuilt Pty Ltd	13/12/2022
Supply and installation of new automated public toilet, Boyd Park	W C Convenience Management Pty Ltd	13/12/2022
Carnegie Memorial Swimming Pool redevelopment and construction	ADCO Group Pty Ltd	14/12/2022
Mechanical renewal at various council buildings	TCM Solutions Pty Ltd	10/01/2023
Panel for provision of automotive mechanical, electrical and panel repair services	Panel of four suppliers	28/02/2023
Panel for provision of services for the design, supply, installation and commissioning of sustainable energy generating systems	Panel of three suppliers	21/03/2023
Daniell Crescent reconstruction	Parkinson Group Pty Ltd	26/04/2023
Consultancy services – best practice reusable nappy program implementation – collaborative project	Ninti Earth Pty Ltd, as the trustee for Ninti Trust, trading as Chooktopia, Greener Everyday and Compost Community	26/04/2023
Panel for provision of drainage maintenance services and improvement services	Panel of four suppliers	23/05/2023
Supply and delivery of drainage pit lids and surrounds	S.V.C. Products Pty Ltd	25/05/2023
Provision of an online community engagement system	Social Pinpoint Pty Ltd	7/06/2023
Panel for provision of recreation and park consultancy services	Panel of 36 suppliers	13/06/2023
Panel for provision of civil and building consultancy services	Panel of 35 suppliers	13/06/2023
Cyclical painting maintenance – nominated council buildings	Programmed Property Services Pty Ltd	13/06/2023
Duncan Mackinnon Reserve stairs construction	Kaizen Civil Pty Ltd	16/06/2023

All contracts awarded during 2022–23 that were valued above \$300,000 were awarded following a public tender process in accordance with our *Procurement Policy*.

Information governance

PUBLIC TRANSPARENCY

We are committed to transparent decision-making. As well as making information available to the community in accordance with our legal requirements, we are committed to diversity and inclusion and take steps to ensure our information is understandable and accessible for everyone.

You can access a range of documents and publications on our website in accordance with Council's [Public Transparency Policy](#). Documents that must be made publicly available include:

- the agendas and minutes for Council Meetings (except if they relate to items that have been closed to members of the public under section 66 of the Act);
- Council-adopted policies and strategies, including the *Council Plan and Community Vision*;
- a summary of personal interests under section 135 of the Act;
- registers of gifts, benefits and hospitality offered to Council staff;
- registers of interstate travel undertaken by Councillors or Council staff;
- registers of donations and grants made by Council;
- registers of leases entered into by Council;
- register of delegations;
- register of authorised officers;
- register of election campaign donations; and
- any other registers or records required by the Act or any other legislation.

Registers made available on our website include:

- planning register under section 49(1) of the *Planning and Environment Act 1987*; and
- *Classified Tree Register*.

You can find our [Publication of information about Glen Eira City Council](#) statement on our website. This provides information about our organisation and functions and describes the types of documents we hold and how you can access information about Council.

We maintain paper-based and electronic documents in respect to our operational and general administrative functions. The disposal of documents is governed by the *Public Records Act 1973* and no documents are destroyed or otherwise disposed of except in accordance with the relevant standards.

FREEDOM OF INFORMATION

You can seek to access documents held by Glen Eira City Council under the *Freedom of Information Act 1982 (FOI Act)*. Your right to access documents may be limited by exceptions and exemptions that protect public interests and the private and business affairs of community members. Individuals can apply for access to:

- documents about their personal affairs, regardless of the age of the documents; and
- documents held by Council, no older than 1 January 1989, including documents created by Council and those supplied to Council externally.

If you want to make a request under the *FOI Act*, as detailed in section 17, it must be in writing, should identify as clearly as possible which document is being requested and it must be accompanied by the application fee (although the fee may be waived in certain circumstances).

You can make a written request by email, online on our [website](#), or you can fill out an FOI application form at our Service Centre. You can also send your request to us via mail at:

Freedom of Information Officer

Glen Eira City Council

PO Box 42

Caulfield South Vic 3162

If you have a question about ways to access documents, please contact our Freedom of Information Officer at foi@gleneira.vic.gov.au before lodging a request.

Table 35 Freedom of Information requests received

Details	2018–19	2019–20	2020–21	2021–22	2022–23
Total number of new requests	45	57	54	49	50
Requests determined not to be FOI Act requests (not valid – applicants did not proceed with clarification)	8	10	6	0	6
Access granted in full	10	16	13	15	4
Access granted in part	6	11	8	7	3
Other	11	13	7	12	19
Access denied in full	1	3	3	8	2
Requests still under consideration (as of the date of reporting)	5	0	12	10	10
Requests withdrawn	4	4	5	8	4
Number of decisions referred to the Office of the Victorian Information Commissioner	1	6	1	6	4
Appeals lodged with VCAT	0	1	0	0	0

PRIVACY POLICY

We value your right to privacy and we are strongly committed to protecting your rights. We must adhere to privacy laws when collecting and handling your personal information and dealing with things like complaints and submissions. We comply with our obligations under the [Privacy and Data Protection Act 2014](#) and the [Information Privacy Principles](#) in relation to all personal information we collect.

For more information see our [Privacy Policy](#).

PRIVACY BREACHES AND COMPLAINTS

We identified five data breaches in 2022–23 involving e-mails sent to the wrong recipients. The recipients were contacted and requested to delete the email they had received in error.

We received six privacy complaints in 2022–23. These complaints are related to:

- concerns around our customer service officers having access to personal information stored on our customer service database;
- information disclosed in a Council agenda;
- personal information disclosed by a Council Authorised Officer;
- the disclosure of personal information in a submission to a third party;
- the disclosure of personal information in a Council parking permit; and
- our collection of personal information by CCTV.

One complaint was referred to the Office of the Victorian Information Commissioner (OVIC). That complaint was conciliated by OVIC and closed.

Employee matters

EQUAL EMPLOYMENT OPPORTUNITY

We are committed to and proud of being an inclusive place to work. We value our people and their diverse abilities, skills, languages, cultures, faiths and backgrounds, including Aboriginal and Torres Strait Islander people, LGBTIQ+ and gender-diverse people, and people with disability. We do not tolerate discrimination and have policies and procedures in place to ensure we have a safe and inclusive workplace.

Our *Equal Employment Opportunity Program* aims to promote equal opportunity and to protect existing and prospective staff from experiencing workplace discrimination. Our *Program* includes training and information for new and existing employees. We have a network of contact officers available to provide confidential support to employees who believe they have experienced discrimination, bullying, sexual harassment or vilification at work. It promotes equal employment opportunities and compliance with federal and state laws, including the:

- *Commonwealth Fair Work Act 2009* (including increased protections around sexual harassment at work, effective 6 March 2023);
- *Charter of Human Rights and Responsibilities Act 2006* (Vic);
- *Gender Equality Act 2020* (Vic);
- *Equal Opportunity Act 2010* (Vic); and
- *Racial and Religious Tolerance Act 2001* (Vic).

GENDER EQUALITY ACTION PLAN

Our [Gender Equality Action Plan 2022–2025](#) demonstrates our commitment to gender equity for people of all genders in the workplace. The *Action Plan* was guided by the Victorian Government's *Gender Equality Strategy, Safe and Strong* and meets the requirements of the *Gender Equality Act 2020*. The *Action Plan* sets out three strategic directions and outcomes over four years to address the barriers and opportunities central to improving gender equality at Glen Eira. These strategic directions express our commitment to:

- improve the gender composition of Council;
- provide a safe and inclusive workplace; and
- reduce the gender pay gap.

During the first year of implementation, 90 per cent of actions in the *Action Plan* were completed. A workplace gender audit will be completed post 30 June 2023 to track progress towards workplace gender equality. Glen Eira employees have engaged with our intersectional gender equality initiatives and goals, as indicated by:

- increased participation in the *People Matter* survey for Local Government, up from 27 per cent in 2021 to 36 per cent in 2023;
- our *Listen, Learn, and Lead* program attended by over 60 aspiring women and gender-diverse leaders and the senior leadership group, engaged with the CEO to identify barriers and opportunities for leadership and career progression at Glen Eira; and
- strong employee attendance and visible support for events held on days of significance across the year, which acknowledge and celebrate different cultures and social identity groups.

See Table 36 below for information on our workforce gender composition.

Table 36 Full-time equivalent workforce by gender, employment type and organisational structure

	City Management	Sustainability, Assets and Leisure	Community Wellbeing	Customer and Community Experience	Corporate Services	Planning and Place	Total
Permanent full time – Women	2.0	45.0	91.0	18.0	40.0	40.0	236.0
Permanent full time – Men	0.0	110.0	18.0	15.0	22.0	50.0	215.0
Permanent part time – Women	0.0	14.2	134.8	17.7	6.5	12.4	185.6
Permanent part time – Men	0.0	7.2	17.5	2.8	0.8	4.4	32.8
Casual – Women	0.0	35.5	15.8	0.5	0.0	2.7	54.5
Casual – Men	0.0	26.7	1.9	1.4	0.5	5.1	35.6
Total	2.0	238.6	279.0	55.3	69.8	114.7	759.4

We were unable to report on trans, gender-diverse and nonbinary employees due to current data collection and system limitations. This lack of information should not be seen as an absence of a population. We are taking steps to remedy the gaps in our data collection systems, as we acknowledge our people with genders within, outside of, across or between the binary.

ENTERPRISE BARGAINING AGREEMENT

We provide excellent working conditions and fair remuneration and benefits to our employees to ensure we attract and retain a capable and engaged workforce. During the year, we negotiated with our employees and their representatives to renew our two enterprise agreements that set the terms and conditions of their employment.

The *Glen Eira City Council Enterprise Agreement 2022* was approved by the Fair Work Commission on 29 March 2023. The *Glen Eira Leisure Enterprise Agreement 2022* was supported through a staff vote in June 2023. This Agreement was lodged for approval with the Fair Work Commission in June 2023.

HEALTH, SAFETY AND WELLBEING

We are committed to providing a safe, healthy and supportive workplace for all employees. Our *Health, Safety and Wellbeing Strategy 2022–2025* demonstrates our commitment and investment in our workforce. The Strategy aims to provide an integrated approach for the management of work health, safety and wellbeing across the organisation. It considers leadership direction and accountability, building the capability of our people, engaging our workforce, staff wellbeing, managing our risks and focusing on return-to-work injury management.

The Strategy has a specific focus on:

- the accountability of all levels of management and employees to ensure safe systems of work and compliance with the law;
- injury risks, including manual handling, slip, trip and falls, workplace bullying and occupational violence;
- injury management processes that support the return to work of injured staff and provide clear guidance for line managers;
- workforce engagement to create a shared mindset that health, safety and wellbeing is everybody's responsibility; and
- psychosocial supports to enhance wellbeing.

Statutory reporting

CARERS RECOGNITION ACT 2012

We continue to take a range of measures to ensure ongoing compliance with our responsibilities under the [Carers Recognition Act 2012](#).

Over the past 12 months a range of activities and events have been held to recognise and support carers in the Glen Eira community. These activities are a time and place for carers to relax, exercise and connect. These have included a monthly Pathways for Carers social connection group and weekly carer exercise classes at Caulfield Recreation Centre. Additionally, during National Carers Week in 2022 a series of events were hosted for Glen Eira carers to celebrate the contribution they make to our community.

Glen Eira is committed to being a carer friendly space for our community. We completed the *Carer Friendly Councils Program* with Carers Victoria in early 2023. Our website provides a range of resources for carers, including information on the *Carers Recognition Act 2012* and links to key resources and supports available to carers.

DISABILITY ACT 2006 – DISABILITY ACTION PLAN

We embrace and celebrate our diverse community and support our residents to be healthy, inclusive and resilient.

The priorities and strategies contained in the *Community Wellbeing Plan 2021–2025*, guide our efforts to meet the requirements of the *Disability Act 2006* and support people with disabilities to enjoy good health, wellbeing and participation.

The *Plan* adopts a whole-of-Council approach focused on building a community that is accessible and inclusive to people of all abilities. We aim to be a community where all people can feel welcome, supported and connected, and which values the diverse needs of its members.

A key principle of the *Plan* ensures our disability access and inclusion planning underpins every action, so we consistently cater for people of all abilities and create a community where everyone feels welcomed, supported and connected.

Through our *Community for All Abilities* program, Council supports inclusion of people with a disability through employment opportunities, strengthening disability confidence and capacity building of local businesses, volunteering organisations and carers.

Council also acknowledged and celebrated *International Day of People with Disability* in December 2022.

Together with our partner organisations and agencies we will continue to work towards improved access and inclusion, in supporting good health and wellbeing outcomes for our community.

DOMESTIC ANIMALS ACT 1994 — DOMESTIC ANIMAL MANAGEMENT PLAN

Under the [Domestic Animals Act 1994](#), we must prepare a *Domestic Animal Management Plan (DAMP)* every four years and evaluate its implementation in the *Annual Report*.

We continued implementing our [Domestic Animal Management Plan \(DAMP\) 2022–2025](#). The *DAMP* provides a strategic framework that delivers an action plan over a four-year period. It outlines our approach to manage domestic animals in relation to registration of cats and dogs, the promotion of responsible pet ownership, address nuisance, identification of cats and dogs, cat overpopulation and euthanasia rates, aims to minimise the risk associated with dog attacks, and encourages effective management of declared dogs.

We met or exceeded its targets in all but two of the nine performance indicators in 2022–23. The cat registration target was not met, however cat registration numbers have continued to remain stable over the past 12 months and sit only slightly below the target. We continued to remind pet owners via SMS if they had not renewed their pet registration. There has been a notable increase in the issuing of infringement notices. Those infringement notices are related to public safety offences, where the issuing of infringement notices was more appropriate than an official warning. These are generally dog attack related. Our industry leading cat reclaim/return rate continues to be well above target and continues to increase.

This has been a strong focus of ours over the past few years and is a positive outcome to close out our *Domestic Animal Management Plan 2017–2021*. Our success includes cats that have been sold or adopted. We acknowledge the exceptional work our current pound provider (RSPCA) does in reducing the euthanasia rates by selling or adopting such a large number of cats.

The table below provides an assessment of our success in implementing the *Plan*:

Table 37 Domestic Animal Management Plan assessment for the year ending 30 June 2023

Indicator	Target (%)	2018–19 (%)	2019–20 (%)	2020–21 (%)	2021–22 (%)	2022–23 (%)	2022–23
Dog registration rate: (per cent, dogs registered/estimated dog population)	85	91	97	92	96	99	13,998/14,000
Cat registration rate: (per cent, cats registered/estimated cat population)	85	79	82	77	82	82	4,894/ 6,000
Enforcement success rate: (per cent, successful prosecutions/total prosecutions)	100	100	100	100	100	100	9/9
Dog return/reclaim rate: (per cent, total dogs reclaimed-returned/total dogs impounded) (includes adopted/sold dogs)	90	98	98	93	99	100	120/120
Cat reclaim/return rate: (per cent, total cats reclaimed/total cats impounded) (includes adopted/sold cats)	20	83	85	96	49	95	124/131
Domestic animal business compliance rates: (registered/compliant)	93	100	100	100	100	100	11/11
Dog desexing rate (per cent, dogs desexed/actual registered)	70	81	78.	60	80	82	11,463/13,998
Cat desexing rate (per cent, cats desexed/ actual registered)	80	94	89	76	97	98	4,809/4,894
Infringements versus official warnings rates (per cent, infringements/warnings)	<40	39.4	54	64	47	60	78/129

FOOD ACT 1984 – MINISTERIAL DIRECTIONS

We did not receive any ministerial directions under the provisions of section 7e of the [Food Act 1984](#) during 2022–23.

PUBLIC INTEREST DISCLOSURES ACT 2012 – DISCLOSURE PROCEDURES

The [Public Interest Disclosures Act 2012 \(PID Act\)](#), formerly called the *Protected Disclosure Act 2012*, encourages and facilitates the disclosure of improper conduct by public officers, including our officers or Councillors. It protects people who disclose information and has a framework for investigation and rectifying action.

As required by the *PID Act*, we adopted a policy and procedures for public interest disclosures. You can download a full copy of the policy and procedures from our website or get a copy from our Service Centre.

Our procedures outline how to disclose improper conduct or detrimental actions by us, our staff or our Councillors. You can make disclosures about us or our staff to our Public Interest Disclosures co-ordinator or directly to the Independent Broad-based Anti-Corruption Commission (IBAC), the Ombudsman, the Victorian Inspectorate or the Chief Commissioner of Police. A disclosure about a Councillor must go to IBAC or the Ombudsman. Councils, Councillors, our employees or the public can make disclosures.

We are committed to the *PID Act*'s aims and objectives. We:

- do not tolerate improper or corrupt conduct by employees, officers or Councillors;
- support disclosures that reveal corrupt conduct, substantial mismanagement of public resources and substantial risk to public health and safety or the environment; and
- will protect people who make disclosures from reprisals and give natural justice to the subject of the disclosure.

During 2022–23, we received two disclosures that we reported to IBAC under the provisions of the *PID Act*. IBAC determined that both disclosures did not qualify as a public interest disclosure.

PLANNING AND ENVIRONMENT ACT 1987 — INFRASTRUCTURE AND DEVELOPMENT CONTRIBUTIONS

A *Development Contribution Plan* is used to facilitate the collection of payments towards necessary infrastructure, such as roads, drains and community facilities.

The [East Village Development Contributions Plan](#) part of the *Glen Eira Planning Scheme* will support the transition of land on the corner of East Boundary Road and North Road, Bentleigh East from the former industrial area into a bustling hub of innovative jobs, open space and diverse housing.

Except for a new secondary school, which is exempt, major construction had not started so no contributions had been received as at 30 June 2023.

ROAD MANAGEMENT ACT 2004 — MINISTERIAL DIRECTION

We did not receive any ministerial directions under the provisions of the [Road Management Act 2004](#) during 2022–23.

Contact us and feedback

Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 42

Caulfield South, 3162

Phone: (03) 9524 3333

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<https://library.gleneira.vic.gov.au/>

www.geleisure.com.au

If you are deaf, hearing-impaired, or speech-impaired, we ask that you call us via the National Relay Service.

National Relay Service

National Relay Service <https://nrschat.nrscall.gov.au/nrs/internetrelay> then enter 03 9524 3333

Teletypewriter (TTY): 13 36 77

Speak and Listen: 1300 555 727

Feedback

We welcome your feedback about the *Annual Report 2022–2023*. We regard feedback as an important way to improve our service.

You can give your feedback (compliments or suggestions) by calling our Service Centre on 9524 3333.

Disclaimer

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We strive to comply with W3C's *Web Content Accessibility Guidelines* (WCAG).

If you need help with any pages or content on our *Annual Report 2022–2023* website, please email Annual_Report@gleneira.vic.gov.au

Do you need language translation?

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ΧΡΕΙΑΖΕΣΤΕ ΓΛΩΣΣΙΚΗ ΜΕΤΑΦΡΑΣΗ;

Εάν θέλετε μέρος αυτού του εγγράφου να μεταφραστεί στην γλώσσα της προτίμησής σας, παρακαλούμε τηλεφωνήστε την ομάδα μας Μέσων Ενημέρωσης και Επικοινωνιών στο 9524 3333.

אם אתם זקוקים לשירותי תרגום שפות?

אם הנכם רוצים לתרגם חלק מהמסמך הזה לשפה המועדפת עליכם, אנא התקשרו לצוות התקשורת שלנו בטלפון 9524 3333

क्या आपको भाषाई अनुवाद की आवश्यकता है? यदि आप चाहते/चाहती हैं दइस सितावेज़ ि भाग आपीं पसीं ि भाषा में अनुवादिया जाए, तो पिया हमारी मीदिया और संचार (Media and Communications) टीम से 9524 3333 पर संपर्क रि।

需要

為您翻譯成中文嗎

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Glossary – terms and acronyms

Agile — to understand, adapt and change quickly in an ever-evolving environment.

AAS — Australian Accounting Standards.

AASB — Australian Accounting Standards Board.

ABS — Australian Bureau of Statistics.

Activity centre — an area that includes the commercial heart and the nearby surrounding residential area. An activity centre provides a focus for services, employment, housing, transport and social interaction. They range in size and intensity of use from smaller neighbourhood centres to major activity centres and larger metropolitan centres. Glen Eira's major activity centres are Elsternwick; Carnegie; Bentleigh; Glen Huntly; Moorabbin Junction; Caulfield Station Precinct and East Village in Bentleigh East. Our neighbourhood activity centres are: Alma Village; Bentleigh East; Caulfield Park; Caulfield South; Gardenvale; Hughesdale; McKinnon; Murrumbeena; Ormond; Patterson; and Ripponlea.

Advisory Committee — a committee that provides advice and recommendations for decisions by Council.

Advocacy — is where Council publicly voices its support for projects and policies to other levels of government.

ATO — Australian Taxation Office.

Auditor-General — independent parliamentary officer appointed by legislation to examine and report to State Parliament and the community on the management of public sector resources and provide assurance on the financial integrity of Victoria's system of government.

BabyTime — a sensory and language program, which incorporates songs, rhymes, puppets and mini stories for babies and toddlers under three years.

Built Form Frameworks — establishes recommendations to manage building heights and setbacks in an area.

CALD — Culturally and linguistically diverse. CALD programs have staff that speak a foreign language, organise specific cultural activities or meet spiritual needs.

Capital works — any work undertaken to establish, renew, expand and upgrade Council's assets.

Carbon emissions — carbon dioxide and carbon monoxide in the atmosphere, produced by vehicles and industrial processes.

Caulfield Racecourse Reserve — a 54-hectare parcel of Crown land in the centre of Caulfield Racecourse, East Caulfield. The

Crown land is reserved for three purposes — a racecourse, public recreation and a public park.

CEO — Chief Executive Officer.

Chanukah — Festival of Lights.

Charter of Human Rights — the *Charter* contains 20 rights that reflect the four basic principles of freedom, respect, equality and dignity. The *Charter* introduces standards to ensure human rights are considered when making laws and decisions, and when providing services.

City of Caulfield — was incorporated as a road district on 15 October 1857 and was proclaimed a City on 26 July 1913. On 15 December 1994, the City of Caulfield was abolished and along with parts of the City of Morabbin was merged into the newly created City of Glen Eira.

City of Moorabbin — was first incorporated as a road district on 16 May 1862 and was proclaimed a City on 10 October 1934. On 15 December 1994, the City of Moorabbin was abolished and split three ways. Bentleigh, Bentleigh East, McKinnon and part of Ormond were transferred into the newly created City of Glen Eira, along with the City of Caulfield.

CIV — Capital Improved Value. The market value of the property at the date of valuation, including the value of the land and all improvements built on the land.

Clayton Regional Landfill — a now closed landfill and waste and recycling transfer station located at Ryans Road, Clayton South owned and jointly managed by five councils — Glen Eira, Boroondara, Stonnington, Whitehorse and Monash.

Community grants — Council funding to assist local not-for-profit community groups to implement projects and activities that meet identified community priorities and which benefit Glen Eira residents.

Community Voice — an online consultation group made up of a representative sample of community members who agree to be consulted about key projects, issues and topics on a regular basis.

Continuous improvement — the process that ensures review and improvement practices are built into operational activities.

Coronavirus — a family of viruses that cause illnesses ranging from the common cold to more severe diseases, including SARS and MERS. Coronaviruses predominantly affect animals, but in rare cases can spread to humans. The viruses can cause respiratory problems, fever and other issues. The strain of coronavirus that caused this global pandemic is COVID-19.

Corporate governance — the systems established by Council to ensure compliance with legislative and other obligations in the management of the municipality.

Council Plan — a document outlining Council's strategic direction for five years.

Councillors — the elected representatives of Council.

Council asset — a facility or part of a facility that has value, enables a service to be provided and has an economic life greater than 12 months.

COVID-19 — is the disease caused by the virus SARS-CoV-2. The World Health Organisation gave this strain of the novel (new) coronavirus its name in early February 2020. Symptoms include fever, difficulty breathing, coughing and loss of the sense of smell.

COVID-19 restrictions — (Stay at Home restrictions). Restrictions to gathering and business operations directed by the Chief Health Officer under Victoria's State of Emergency declared on 16 March 2020.

CPA — Certified Practising Accountant.

Crown land — land owned by the Commonwealth of Australia or State Government.

Customer Satisfaction Score — A score calculated in the Local Government Community Satisfaction Survey and represented as a score out of 100 (on a 0 to 100 scale). Points are tallied based on the respondents' answers to a series of questions. Respondents can choose from a set range of responses ie.: Very good; Good; Average; Poor; Very poor; and Can't say. In this instance 'Can't say' is discarded and weighted points are given to each response to tally an index score. The following index score levels display Councils' performance. 75–100: Council is performing very well in this service area. 60–75: Council is performing well in this service area, but there is room for improvement. 50–60: Council is performing satisfactorily in this service area but needs to improve. 40–50: Council is performing poorly in this service area. 0–40: Council is performing very poorly in this service area.

DAMP — Council's *Domestic Animal Management Plan* provides strategic direction for the management of animals within the City of Glen Eira.

Defined Benefit Plan — a type of superannuation plan where the benefits that a member will receive are defined in advance using a set formula. For the *Vision Super Defined Benefit Plan*, a member's retirement benefit is based on their years of membership of the fund multiplied by a benefit multiple,

multiplied by their final salary.

Deliberative panel — a random selection of community members to participate in engagement sessions to provide detailed feedback on topics such as the 10 year Asset Plan.

Deliberative engagement — occurs when a group of people from the community consider relevant facts from multiple points of view, identify options, and come to a group decision. It is one form of 'high influence' engagement. It is not an alternative to Council's performing its role as a statutory decision-making body.

Dhumbali W'urneet Gadhaba — is the Boonwurrung name of the *Integrated Water Management Plan* and translates to 'Our Commitment to the Laws of Mother Earth'. As the Traditional Owners and Custodians, they emphasise the importance that change and action starts within. The content in Dhumbali Wurrungi-biik Parbin-ata is more than words but a call to action and responsibility to Country, as has been written in Bundjil's Dhumbali.

EAGA — Eastern Alliance for Greenhouse Action.

Environmentally Sustainable Design (ESD) principles — aim to improve the health and comfort of buildings for occupants whilst at the same time reducing negative impacts on the environment.

Expense — an outgoing payment made by Council.

Family Day Care — a Council sponsored scheme that offers care and education for children from birth to 12 years in the safe home environment of registered educators.

Fire Services Property Levy — the *Fire Services Property Levy Act 2012* (the Act) imposes a Fire Services Property Levy (levy) on all real property in Victoria, unless specifically exempt, to fund the Metropolitan Fire and Emergency Services Board (MFB) and the Country Fire Authority (CFA). The levy is collected by councils through rate notices, or in the case of a non-rateable property, through a separate notice. The Act provides that the owner of the land is liable to pay the levy.

FOI — Freedom of Information.

GEL Anywhere — Glen Eira Leisure's online fitness hub providing training and exercise videos for home-workouts, as well as nutrition and mental health advice.

GESAC — Glen Eira Sports and Aquatic Centre.

Glen Eira Leisure — a combined facility management structure incorporating Caulfield Recreation Centre, Carnegie Swim Centre and Glen Eira Sports and Aquatic Centre (GESAC).

Glen Eira News — Council's monthly newspaper, which provides residents with information about Council activities. It is delivered to all residents within Glen Eira.

Glen Eira Planning Scheme — a legal document containing policies and provisions that control how people can use and develop land.

GST — Goods and services tax.

Hatzolah — our local Jewish ambulance service.

Have your Say — a resident engagement platform where Council asks residents to contribute ideas, provide feedback and exchange views with others on key decisions and priorities in Glen Eira. Each project page contains key dates, questions, discussion, downloads, photos and relevant project information.

HESTA — a superannuation fund for Council employees.

IBAC — Independent Broad-based Anti-corruption Commission. IBAC is Victoria's anti-corruption body with responsibility for identifying and preventing serious corrupt conduct across the whole public sector, including members of Parliament, the judiciary and State and Local Governments.

Infrastructure — the basic facilities required for the functioning of the community, such as parks, roads and drainage and waste systems.

In-home support — a program of services provided when frailty, disability or illness prevent a person from undertaking the tasks of daily living for themselves. The program consists of domestic assistance, personal care, home maintenance/modifications, delivered meals, Social support group activities and respite care services.

Integrated Planning and Reporting Framework (IPRF) — allows Council and the community to have better visibility across the various elements of the strategic planning and reporting system. It ensures a greater understanding of how the things we do today, contribute to achieving our future Community Vision.

Jolabokafloð — translates to Christmas Book Flood — an Icelandic tradition of giving and receiving books during Christmas.

JP — Justice of the Peace. Justice of the Peace (JP) volunteers play an important role in the Justice system and provide a valuable and accessible service to all members of the community.

Kulin Nation — the Kulin Nation was an alliance of five Indigenous Australian nations in Central Victoria, before European settlement, that spoke related languages. The Eastern Kulin group includes four of these languages from the Woi Wurrung, Boonwurrung/Bunarong, Taungurong, and Ngurai-illam Wurrung nations. The City of Glen Eira is located on the traditional lands of the Yaluk-ut Weelam clan of the Boonwurrung peoples.

kW—kilowatt.

Labassa — is an outstanding 19th century mansion with opulent architectural features. Built in 1862, the building was redeveloped in the 1880s in the French Second Empire style as

a 35-room mansion.

LGBTIQA+ — lesbian, gay, bisexual, transgender, intersex, queer and asexual.

Local Authorities Superannuation Fund — a superannuation fund for Council employees.

Local Government Performance Reporting Framework (LGPRF) — a mandatory system of performance reporting to ensure all councils are measuring and reporting on their performance in a consistent way. The Framework is made up of a number of reportable measures and a governance and management checklist of 24 items, which together build a comprehensive picture of council performance.

Local Law — the laws adopted by Council that prohibit, regulate and control activities, events, practices and behaviours within Glen Eira.

Long Term Financial Plan — a plan covering long-term financial resources, which includes key financial indicators to support our Council Plan.

Maternal and Child Health (MCH) Key Ages and Stages consultations — a schedule of 10 Key Ages and Stages visits provided by Council's Maternal and Child Health nurses for families and children from birth to three-and-a-half years.

Microsoft Teams — a video chat app that allows people to speak to each other over a video call.

Moieties — together with totems and skin names make up the primary foundations in Aboriginal and Torres Strait Islander kinship systems, where everything is split in half, including people and the environment. Each half of these entities are a mirror of each other.

Moorleigh Community Village — is a multipurpose facility in Bentleigh East that caters for a wide range of community activities.

Municipal Association of Victoria — the Local Government peak body for Victoria's 79 councils.

Municipal rates — a property tax based on property valuations, which are determined by Council.

Nature play space — the opportunity to engage in unstructured play activities in outdoor settings where natural elements feature, such as logs, rocks and water, as opposed to conventional manufactured play equipment.

NAV — Net Annual Value — this is the assessed annual rental value and is used to determine the amount of rates property owners will pay.

Neighbourhood character — the collective term used to describe the physical components of the built environment, architectural style, street width and layout vegetation and fence height and style.

OAM — Order of Australia — The Medal of the Order of Australia (OAM) is awarded for service worthy of particular recognition.

Open space — public open space in Glen Eira.

Open Space Strategy — a Council approved strategy that will guide the future provision, design and management of public open space in Glen Eira until 2026.

Pandemic — the worldwide spread of a new disease. The World Health Organisation declared the COVID-19 outbreak a pandemic on 11 March 2020.

Parklets — temporary outdoor dining areas placed in shopping centres to allow food retailers to service diners during COVID-19 restrictions.

Personal Care — a Council service that assists frail older and disabled residents with personal tasks, such as showering, dressing, eating and drinking.

Planning Scheme — legal documents prepared by a council or the Minister for Planning and approved by the Minister that determine the use, development and protection of land within that specific municipality.

Property Maintenance — a Council service that assists frail older and disabled residents with minor repairs and modifications in the home.

PV panels — photovoltaic panel — Solar panels capture the energy of sunlight which is converted into electricity.

Rate cap — an annual cap set by the Victorian Minister for Local Government, which controls general rate increases for all councils during that financial year.

Rate cap variation — Councils have the option to seek a variation above the annual rate cap, through the Essential Services Commission (ESC).

Respite Care — a Council service that provides support to carers of a frail older person or person with a disability by providing them with a break from their role.

Revenue — the amount of money Council receives from its activities, mostly from rates and services provided to customers and ratepayers.

Rippon Lea House and Gardens — a large 19th century mansion surrounded by seven hectares of Victorian gardens. It is listed on the National Heritage Register and is one of the finest examples of an original suburban estate in Australia. Glen Eira residents have free access to the gardens.

Risk management — the procedures adopted by Council to manage, minimise or eliminate the risk of adverse effects resulting from future events and activities.

Rosstown Community — Council's low care, aged care facility in Carnegie.

Service Centre — Council's Customer Service Centre that handles requests, enquiries and payments from the general public.

Snap Send Solve — an app that simplifies the reporting of community issues to councils.

Social and affordable housing — housing that is (at least in part) subsidised by the government.

Social Support Program — a Glen Eira City Council program that provides frail older people and people with disabilities with opportunities for friendship and social activities in a supportive environment.

State of emergency — a situation that grants authorities increased powers in a certain area during occurrences, such as civil unrest, a natural disaster or a pandemic.



FINANCIAL REPORT

FINANCIAL STATEMENTS AND
PERFORMANCE STATEMENT
FOR THE YEAR ENDED 30 JUNE 2023

GLEN EIRA CITY COUNCIL
ANNUAL REPORT
2022–2023

BENTLEIGH • BENTLEIGH EAST • BRIGHTON EAST • CARNEGIE • CAULFIELD • ELSTERNWICK
GARDENVALE • GLEN HUNTLY • MCKINNON • MURRUMBEENA • ORMOND • ST KILDA EAST



GLEN EIRA
CITY COUNCIL



GLEN EIRA
CITY COUNCIL

BENTLEIGH
BENTLEIGH EAST
BRIGHTON EAST
CARNEGIE
CAULFIELD
ELSTERNWICK
GARDENVALE
GLEN HUNTLY
MCKINNON
MURRUMBEENA
ORMOND
ST KILDA EAST

GLEN EIRA CITY COUNCIL

2022-23 FINANCIAL REPORT

Financial Statement & Performance Statement

For the year ended 30 June 2023



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Reading our Financial Statements

The Financial Statements comprise five main statements to assist with the overall understanding of our financial position.

1. Comprehensive Income Statement
2. Balance Sheet
3. Statement of Changes in Equity
4. Statement of Cash Flows
5. Statement of Capital Works

The statements are followed by explanatory notes:

Comprehensive Income Statement

This Statement outlines our income sources and the day-to-day expenses we incurred over the financial year. Expenses may include labour costs, materials and supplies, and utility and insurance costs. These expenses do not include capital expenditure, but they do include depreciation and amortisation of assets.

We prepare the Statement on an 'accrual' basis. This means we recognise all income and expenses for the financial year, even though we may not have received or paid them yet. An example of income not yet received is interest on investments. An example of expenditure not yet paid is an invoice for materials or services that we have already used. The key figure in this Statement is the result for the reporting period, which is the best measure of our financial performance. This figure is our total income minus total expenses, which indicates whether we have operated at a surplus or a deficit (a figure inside brackets is a deficit).

Other comprehensive income comprises income and expense items (including reclassification adjustments) that are not recognised in the surplus or deficit, as required or permitted by other Australian Accounting Standards. The components of other comprehensive income include changes in revaluation reserve.

Balance Sheet

The Balance Sheet is a snapshot of our financial position on 30 June 2023. It outlines what we owned (assets) and what we owed (liabilities). Our net worth (net assets or equity) is our total assets minus total liabilities — the larger the net equity, the stronger the financial position. Further elements of the Balance Sheet are described below.

Current and non-current assets

A current asset is expected to be used within a financial year or can be easily converted to cash within 12 months. This includes items such as cash held, investments and money owed to us. Net current assets are more commonly known as working capital. The figure equals current assets minus current liabilities and it determines whether we can meet our short-term commitments.

A non-current asset is not expected to be used or turned into cash in an operating cycle. This includes items such as roads, drains, buildings, artwork, furniture, fixtures and fittings, vehicles and equipment.

Current and non-current liabilities

- Trade and other payables are those to whom we owe money.
- There are provisions for employee benefits, including annual leave, long-service leave and sick leave.
- There is also provision for environmental rehabilitation of the Clayton Regional Landfill.
- Trust monies are funds that we hold in trust.
- Interest-bearing liabilities include borrowings and leases.

Net assets

This is the difference between the value of total assets and the value of total liabilities.

Total equity

The value of total equity is equivalent to the value of net assets. It includes:

- asset revaluation reserve, which is the difference between the previously recorded value of our assets and their latest valuations;
- transfers from the asset replacement reserve during the financial year, reflecting funding for eligible open space capital works projects; and
- accumulated surplus, which is the value of surpluses/profits accumulated over time.

Statement of Changes in Equity

The Statement of Changes in Equity summarises the change in our real worth throughout the financial year. It shows the changes for each of the amounts under the net assets section of the Balance Sheet. Our net worth can change due to a surplus or deficit as recorded in the Comprehensive Income Statement or an increase in the net value of non-current assets resulting from their revaluation.

Statement of Cash Flows

The Statement of Cash Flows shows all the cash we received and paid during the financial year. Figures without brackets are inflows (receipts) and figures inside brackets are outflows (payments). It shows how much cash we had at the start of the financial year, the inflows and outflows during the financial year and the cash balance at the end of the financial year.

We generate and use cash in three main areas of activity:

- Cash flows from operating activities — cash used or generated in our normal service delivery functions and receipts of monies held in trust.
- Cash flows from investing activities — cash used or generated by enhancing or creating infrastructure and other assets. Activities also include the acquisition and sale of other assets, such as vehicles, property and equipment.
- Cash flows from financing activities — cash used or generated by financing our functions. This includes loans from financial institutions, advancing of repayable loans to other organisations, loan repayments and leases.

Statement of Capital Works

This Statement sets out all capital expenditure related to non-current assets. It also shows how much capital works expenditure was for expanding, renewing or upgrading our asset base. This is important because each category has a different impact on our future costs. The categories of expenditure related to our assets is explained below.

- Asset renewal expenditure — expense to ensure an existing asset continues to provide its originally intended service capability or life. It is required periodically and is a relatively large cost, compared with the value of the components or sub-components of the asset. It has no impact on revenue but may reduce future operating and maintenance expenditure if it is completed at the optimum time.
- Asset upgrade expenditure — expense to enhance an existing asset to provide higher service, increasing the life of the asset beyond which it had originally. It is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in our asset base.
- Asset expansion expenditure — expense to extend an existing asset to additional users at the same standard enjoyed by current users. It will increase future operating and maintenance costs because it increases our asset base. It may be associated with additional revenue from the new users.
- Asset new expenditure — expense incurred in creating or acquiring a new asset to provide a new service that is not currently provided. It may impact revenue and will increase future operations and maintenance expenditure.

Notes to the Financial Statements

These notes provide additional detail to the figures in the main statements, showing the elements that make up each summary line and include information such as:

- the breakdown of expenses, revenues, reserves and other assets;
- contingent assets and liabilities; and
- transactions with persons related to us.

The notes also outline the rules and assumptions used to prepare the Financial Statements. They advise of any changes to the Australian Accounting Standards, policy or legislation that may affect the preparation of statements and disclose information that cannot be incorporated into the statements.

Notes are particularly useful if there has been a significant change from the previous year's comparative figure. You should read the notes in conjunction with the statements to get a clearer picture of our finances.

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, Australian Accounting Standards and other mandatory professional reporting requirements.



John Vastianos (B.Com., GradCertMgt., FCPA, GAICD)

Principal Accounting Officer

Dated: 5 September 2023

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

In our opinion, the accompanying Financial Statements of the Glen Eira City Council for the year ended 30 June 2023 presents fairly the financial transactions of Council, and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances that would render any particulars in the Financial Statements to be misleading or inaccurate.

We have been authorised by Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the Financial Statements in their final form.



Jim Magee

Mayor

Dated: 5 September 2023

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Anne-Marie Cade

Deputy Mayor

Dated: 5 September 2023

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Rebecca McKenzie

Chief Executive Officer

Dated: 5 September 2023

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Independent Auditor's Report

To the Councillors of Glen Eira City Council

Opinion	<p>I have audited the financial report of Glen Eira City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2023 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial report. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2023 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
13 September 2023

Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement
for the year ended 30 June 2023

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	Notes	2023 \$ '000	2022 \$ '000
Income / revenue			
Rates and charges	3.1	129,726	124,966
Statutory fees and fines	3.2	8,363	7,791
User fees	3.3	24,374	16,136
Grants — operating	3.4	23,131	22,542
Grants — capital	3.4	4,945	10,183
Other income	3.5	4,431	2,040
Contributions — monetary	3.6	7,683	4,387
Share of net surplus of joint operations	6.1	-	412
Total income / revenue		202,653	188,457
Expenses			
Employee costs	4.1	80,147	77,069
Materials and services	4.2	66,274	61,230
Depreciation	4.3	25,093	24,444
Amortisation — intangible assets	4.4	1,169	923
Amortisation — right of use assets	4.5	1,085	1,062
Net loss on sale / disposal of property, infrastructure, plant and equipment	4.6	4,781	2,599
Borrowing costs	4.7	515	207
Finance costs — leases	4.8	196	192
Other expenses	4.9	6,818	6,497
Share of net loss of joint operations	6.1	909	-
Total expenses		186,987	174,223
Surplus for the year		15,666	14,234
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment	9.1 (a)	-	239,755
Total other comprehensive income		-	239,755
Total comprehensive result		15,666	253,989

The above Comprehensive Income Statement should be read in conjunction with the accompanying notes.

	Notes	2023 \$ '000	2022 \$ '000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	61,331	45,581
Trade and other receivables	5.1 (c)	21,907	22,722
Prepayments	5.2 (a)	2,092	1,812
Other assets	5.2 (a)	914	1,309
Total current assets		86,244	71,424
Non-current assets			
Other financial assets	5.1 (b)	5	5
Investments in joint operations	6.1 (a)	273	136
Property, infrastructure, plant and equipment	6.2	2,792,520	2,765,920
Right-of-use assets	5.8	2,208	2,406
Intangible assets	5.2 (b)	1,725	2,512
Total non-current assets		2,796,731	2,770,980
Total assets		2,882,975	2,842,404
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	(25,256)	(18,122)
Trust funds and deposits	5.3 (b)	(21,088)	(25,692)
Unearned income	5.3 (c)	(4,340)	(5,185)
Provisions	5.5	(15,160)	(15,773)
Interest-bearing liabilities	5.4	(2,728)	(3,811)
Lease liabilities	5.8	(878)	(1,109)
Total current liabilities		(69,450)	(69,692)
Non-current liabilities			
Provisions	5.5	(1,003)	(974)
Interest-bearing liabilities	5.4	(27,326)	(3,331)
Lease liabilities	5.8	(1,677)	(1,598)
Investments in joint operations	6.1 (b)	(4,800)	(3,755)
Total non-current liabilities		(34,806)	(9,658)
Total liabilities		(104,256)	(79,351)
Net assets		2,778,719	2,763,053
Equity			
Accumulated surplus		1,003,252	986,938
Reserves	9.1	1,775,467	1,776,115
Total equity		2,778,719	2,763,053

The above Balance Sheet should be read in conjunction with the accompanying notes.

2023	Notes	Total	Accumulated surplus	Public open space reserve	Asset revaluation reserve
		\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year		2,763,053	986,938	19,607	1,756,508
Surplus for the year		15,666	15,666	-	-
Net asset revaluation movement	9.1(a)	-	-	-	-
Transfers to public open space reserve	9.1(b)	-	(7,683)	7,683	-
Transfers from public open space reserve	9.1(b)	-	8,331	(8,331)	-
Balance at the end of the financial year		2,778,719	1,003,252	18,959	1,756,508

2022	Notes	Total	Accumulated surplus	Public open space reserve	Asset revaluation reserve
		\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year		2,509,064	966,051	26,260	1,516,753
Surplus for the year		14,234	14,234	-	-
Net asset revaluation increment	9.1(a)	239,755	-	-	239,755
Transfers to public open space reserve	9.1(b)	-	(4,387)	4,387	-
Transfers from public open space reserve	9.1(b)	-	11,040	(11,040)	-
Balance at the end of the financial year		2,763,053	986,938	19,607	1,756,508

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

	Notes	2023 inflows/ (outflows) \$ '000	2022 inflows/ (outflows) \$ '000
Cash flows from operating activities			
Rates and charges		130,274	122,794
Statutory fees and fines		8,363	7,791
User fees		24,374	15,183
Other receipts		1,866	6,358
Grants — operating		23,248	22,232
Grants — capital		4,746	6,717
Contributions — monetary		7,683	4,387
Interest received		1,843	230
Trust funds and deposits taken		2,405	3,229
Net GST refund		10,222	9,385
Employee costs		(82,542)	(80,997)
Materials and services		(78,059)	(69,597)
Short-term, low value and variable lease payments	5.8	(4)	(7)
Trust funds and deposits repaid		(7,009)	(7,733)
Other payments		(5,719)	(5,683)
Net cash provided by operating activities	9.2	41,691	34,289
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(47,283)	(51,663)
Proceeds from sale of property, infrastructure, plant and equipment		180	565
Proceeds from other financial assets		-	30,000
Net cash used in investing activities		(47,103)	(21,098)
Cash flows from financing activities			
Proceeds from borrowings		26,969	3,331
Finance costs		(515)	(190)
Repayment of borrowings		(4,057)	(3,806)
Interest paid — lease liability		(196)	(192)
Repayment of lease liabilities		(1,039)	(989)
Net cash provided by / (used in) financing activities		21,162	(1,846)
Net increase in cash and cash equivalents		15,750	11,345
Cash and cash equivalents at the beginning of the financial year		45,581	34,236
Cash and cash equivalents at the end of the financial year		61,331	45,581
Financing arrangements	5.6		

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

	2023 \$ '000	2022 \$ '000
Property		
Land	8,113	10,776
Buildings	25,962	17,567
Total property	34,075	28,343
Plant and equipment		
Plant, machinery and equipment	2,339	803
Computers and telecommunications	1,906	1,411
Library books, materials and equipment	986	1,088
Other plant and equipment	421	279
Total plant and equipment	5,653	3,581
Infrastructure		
Roads	5,903	5,838
Footpaths	1,926	2,917
Drainage	2,781	3,711
Open space and recreation	4,563	7,221
Car parks	588	451
Streetscape works	1,711	2,480
Total infrastructure	17,473	22,618
Total capital works expenditure	57,201	54,542
Represented by:		
Asset renewal expenditure	24,218	12,042
Asset upgrade expenditure	17,603	15,405
Asset expansion expenditure	1,591	3,217
New asset expenditure	13,789	23,878
Total capital works expenditure	57,201	54,542

The above Statement of Capital Works should be read in conjunction with the accompanying notes.

The total capital works figures above includes expenditure on new capital works projects and carry forward projects from previous financial year.

Note 1 Overview

Introduction

Glen Eira City Council was established by an Order of the Governor in Council on 15 December 1994 and is a Body Corporate. Council's main office is located at the corner Glen Eira and Hawthorn Roads, Caulfield, Victoria.

Statement of compliance

These Financial Statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and notes accompanying these Financial Statements. The general purpose financial report complies with Australian Accounting Standards (AASs), other authoritative pronouncements of the Australian Accounting Standards Board (AASB), the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Significant accounting policies

(a) Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these Financial Statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AASs that have significant effects on the Financial Statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to note 6.2);
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 6.2);
- the determination of employee provisions (refer to note 5.5);
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3);
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8); and
- other areas requiring judgements.

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation and disclosure has been made of any material changes to comparatives.

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Note 2 Analysis of our results

2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its *Annual Budget*, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has generally adopted a materiality threshold of the higher of 10 per cent of the variance and \$1m where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The *Budget* figures detailed below are those adopted by Council on 28 June 2022. The *Budget* was based on assumptions that were relevant at the time of adoption of the *Budget*. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The *Budget* did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income / revenue and expenditure	Budget 2023 \$ '000	Actuals 2023 \$ '000	Variance \$ '000	Variance %	Ref
Income / revenue					
Rates and charges	129,712	129,726	14	0%	
Statutory fees and fines	9,141	8,363	(778)	(9%)	
User fees	22,000	24,374	2,374	11%	(a)
Grants — operating	17,667	23,131	5,464	31%	(b)
Grants — capital	2,914	4,945	2,031	70%	(c)
Other income	2,347	4,431	2,084	89%	(d)
Contributions — monetary	3,500	7,683	4,183	120%	(e)
Total income / revenue	187,282	202,653	15,371	8%	
Expenses					
Employee costs	84,532	80,147	4,385	5%	(f)
Materials and services	65,468	66,274	(806)	(1%)	
Depreciation	26,097	25,093	1,004	4%	
Amortisation — intangible assets	950	1,169	(219)	(23%)	
Amortisation — right of use assets	959	1,085	(126)	(13%)	
Net loss on sale / disposal of property, infrastructure, plant and equipment	1,209	4,781	(3,572)	(295%)	(g)
Borrowing costs	218	515	(297)	(136%)	
Finance costs — leases	94	196	(102)	(109%)	
Other expenses	5,949	6,818	(869)	(15%)	(h)
Share of net loss of joint operations	-	909	(909)	(100%)	(i)
Total expenses	185,476	186,987	(1,511)	(1%)	
Surplus for the year	1,806	15,666	13,860	767%	

Note 2.1 Performance against budget (continued)

Explanation of material variations — comprehensive income statement

Variance reference	Explanation
(a)	<p>User Fees — relates mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure, community facilities and the provision of human services such as Family Day Care and Community Care Services.</p> <p>User fees are higher than budget by \$2.4m mainly due to better than expected levels of gym / aquatic membership income at Glen Eira Leisure (\$3.1m). Partly offsetting this was reduced Family Day Care and Early Learning Centres due to lower utilisation levels (\$794k).</p>
(b)	<p>Grants — operating — include transfers received from State and Federal sources for the purpose of funding the delivery of Council's services to ratepayers. Operational grants can be recurrent or short-term basis (non-recurrent).</p> <p>Operating grants are higher by \$5.5m mainly due to 100 per cent of the Financial Assistance Grant for 2023-24 being received in advance (\$4.5m). Other favourable operating grants included: Aged Care and Independent Living (\$443k), Sustainability and Waste (\$164k) and School Crossings (\$102k).</p>
(c)	<p>Grants — capital — includes all monies received from State, Federal and community sources for the purposes of funding the capital works program.</p> <p>These were higher than budget by \$2m due to the late receipt of grants that were included in the in 2021-22 budget. These related to funding for the <i>Local Roads and Community Infrastructure (Phase Two)</i> (\$1.7m) and State Government funding for the Murrumbeena Community Hub (\$200k).</p>
(d)	<p>Other income — was favourable to budget by \$2m due to better than budgeted interest rates on investments (\$1.4m) and the recognition of income for the Level Crossing Removal Project (\$363k).</p>
(e)	<p>Contributions — monetary — Open space fees are higher than budget by \$4.2m. These contributions are levied on multi-unit property developments in order to fund open space and depend on decisions made by developers, not Council. Refer to note 9.1(b) for further details.</p>

Note 2.1 Performance against budget (continued)

Explanation of material variations — comprehensive income statement

Variance reference	Explanation
	<p>(f) Employee costs — includes all labour related expenditure and on-costs such as allowances, leave entitlements, employer superannuation and WorkSafe. Employee costs are underspent by \$4.4m due mainly to:</p> <ul style="list-style-type: none"> — Community Aged Care (reduced staffing \$1.3m); — Parks Services (reduced staff costs \$1.1m mainly due to vacancies); — Family and Childrens services (reduced staffing \$683k); — Works Depot (reduced staff costs of \$523k) ; — Community Development (\$418k); — Corporate Counsel (staff vacancies \$306k); and — Other savings due to staff vacancies across various business units. <p>There was an increase in agency contractor costs across Council to fill some positions due to recruitment challenges (\$3m).</p>
	<p>(g) Net loss on sale / disposal of property, infrastructure, plant and equipment — The budget did not include the demolition of the old Carnegie Pool. Construction commenced during 2022-23 on the redevelopment of the new Carnegie Memorial Swimming Pool (\$1.92m). These amounts are difficult to predict when the budget is set.</p> <p>In addition, there were a number of projects that were discontinued totalling \$2m. These projects included: Inkerman Road Bike Lane, Multideck car park projects, Elsternwick Community Hub and road design works.</p>
	<p>(h) Other expenses — includes provision for doubtful debts for parking infringement debtors, court lodgements, short term leases and rentals, and councillor allowances. Other expenses are higher than budget by \$869k mainly relating to the provision for parking infringement debtors (\$930k), which is offset by increased infringement income during 2022-23.</p>
	<p>(i) Share of net surplus of joint operations — is unfavourable to budget by \$909k.</p> <p>The Joint Venture ceased to operate as a commercial land fill at the end of January 2016, and as such it is no longer able to generate income from ongoing operations to continue to meet obligations under its licence agreement with the EPA for a period of 30 years following closure.</p> <p>As we do not budget for the Clayton Landfill Site, the variance reflects the annual result of the Joint Venture accounts which is variable year on year. Refer to note 6.1 for further details.</p>

Note 2.1 Performance against budget (continued)

2.1.2 Capital works	Budget 2023 \$ '000	Actuals 2023 \$ '000	Variance \$ '000	Variance %	Ref
Property					
Land	6,119	8,113	(1,994)	(33%)	(j)
Buildings	3,605	3,090	514	14%	
Total property	9,723	11,204	(1,480)	(15%)	
Plant and equipment					
Plant, machinery and equipment	3,146	1,598	1,549	49%	(k)
Computers and telecommunications	3,479	1,690	1,789	51%	(l)
Library books, materials and equipment	928	886	42	5%	
Other plant and equipment	219	112	106	49%	
Total plant and equipment	7,773	4,286	3,487	45%	
Infrastructure					
Roads	8,083	4,817	3,266	40%	(m)
Footpaths	2,147	1,926	221	10%	
Drainage	3,441	2,277	1,164	34%	(n)
Open space	3,801	3,163	638	17%	
Car parks	520	306	214	41%	
Streetscape works	250	32	218	87%	
Total infrastructure	18,242	12,522	5,720	31%	
Total new capital works expenditure	35,738	28,011	7,727	22%	
Carried forward projects from previous year	30,000	29,189	811	3%	(o)
Total capital works expenditure (including carry forwards)	65,738	57,201	8,537	13%	
Represented by:					
Asset renewal expenditure	19,039	24,218	(5,179)	(27%)	
Asset upgrade expenditure	17,867	17,603	263	1%	
Asset expansion expenditure	563	1,591	(1,029)	(183%)	
New asset expenditure	28,270	13,789	14,481	51%	
Total capital works expenditure	65,738	57,201	8,537	13%	

Note 2.1 Performance against budget (continued)

Explanation of material variations — statement of capital works

Variance reference	Explanation
(j) Land	<p>— comprises acquisition of parcels of land.</p> <p>Land was over budget by \$2.0m due to purchasing opportunities that arose during the financial year. Council acquired four parcels of land located in Ames Avenue, Carnegie and Oakdene Crescent, Carnegie in line with Council's <i>Open Space Strategy</i>.</p> <p>The purchase of these properties will extend active and passive recreation for the community. These acquisitions have been funded by open space contributions.</p>
(k) Plant, machinery and equipment	<p>— is underspent by \$1.5m due to delays in delivery of ordered fleet, plant and new equipment as a result of manufacturing and delivery delays.</p>
(l) Computers and telecommunications	<p>— is underspent by \$1.8m mainly due to incomplete project spend as at 30 June 2023 relating to general hardware renewals, replacement of finance system, data governance, cyber security uplift and customer strategy. Unspent funds will be carried forward into 2023-24.</p>
(m) Roads	<p>— is underspent by \$3.3m due to works across the municipality unable to be completed. Delays are mainly associated with ongoing supply chain issues including contractor availability and material shortages such as concrete and crushed rock. The unspent funds will be carried forward to the 2023-24 financial year.</p>
(n) Drainage	<p>— includes drains in road reserves and sports grounds drainage and irrigation. Drainage is underspent by \$1.2m due to works across the municipality unable to be completed. Delays have occurred with contractor availability and ongoing supply chain issues relating to the supply of pipes. The unspent funds will be carried forward to the 2023-24 financial year.</p>
(o) Carried forward projects from previous year	<p>— The value of works completed in 2022-23 using the budget from 2021-22 comprised of the following:</p> <p>Buildings \$22.9m; Streetscape works \$1.68m; Roads, carparks and drainage \$1.87m; Open Space \$1.4m; and Plant and equipment \$1.37m.</p> <p>Buildings includes construction of the Carnegie Memorial Swimming Pool. The construction was delayed due to a member of the community submitting a Victorian Heritage Register nomination for pool. Council received a determination from the Heritage Council on 11 August 2022 which brought the delay period of 12 months to a close. Council spent \$16.7m of the carry forward budget during 2022-23 on the construction of the Carnegie Memorial Swimming Pool.</p>

Note 2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.2.1 City Management — includes the management of the Chief Executive Office.

Community Wellbeing — provides high quality community focused programs, service delivery and communication to residents. Community Wellbeing is comprised of community development and care, family and children services, youth services, learning and library centres, arts and cultural services and residential aged care.

Corporate Services — provides support services across council to enable the delivery of policy commitments, council vision and mission. The provision of these services includes people and culture, financial management, corporate performance and reporting, information and communication technology, procurement, governance, legal services and risk management.

Customer and Community Experience — includes councillor support and business, customer service, communications, engagement, advocacy and transformation. This area of Council is focused on creating positive customer experiences, improved services and engaging internal and external communications.

Planning and Place — covers development assessments and enforcement, environmental health, local laws, prosecutions, planning policy and strategy, building and property services, and road safety and enforcement.

Sustainability, Assets and Leisure — responsible for a range of services to support the Glen Eira community by constructing new infrastructure and maintaining existing community assets. These services include climate and sustainability, leisure, recreation and open space, capital works engineering, works depot, parks services and specialist project management and delivery.

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

2023	Income / revenue	Expenses	Surplus / (deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
City Management	-	621	(621)	-	75
Community Wellbeing	21,891	38,706	(16,815)	16,761	204,061
Corporate Services *	119,155	52,609	66,546	10,546	92,959
Customer and Community Experience **	6	7,871	(7,865)	-	2,402
Planning and Place	21,301	28,661	(7,360)	605	7,694
Sustainability, Assets and Leisure ***	40,300	58,519	(18,219)	164	2,575,784
	202,653	186,987	15,666	28,076	2,882,975

Several significant changes to the organisational structure and reporting lines took effect on 1 July 2022 to ensure the organisation remains fit for purpose and sufficiently agile to meet the challenges of the evolving work program set in the *Council Plan 2021–2025*. The changes commencing in July 2022 include:

* The Corporate Services Directorate was expanded to include the People and Culture department and Corporate Performance business unit. During the year, the People and Culture department reviewed its structure to focus on continued delivery of a safe workplace in line with changing legislative requirements.

** A new Customer and Community Experience Directorate was established, bringing together Transformation, Customer Experience and Councillor Business, and Communications Engagement and Advocacy.

*** The Sustainability Assets and Leisure directorate replaced the Community Assets and Leisure directorate. The revised directorate includes the new Sustainability and Infrastructure department and the Works Depot, which was restructured.

2022	Income / revenue	Expenses	Surplus / (deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
City Management	13	7,862	(7,849)	3	1,735
Community Wellbeing	21,227	38,478	(17,251)	16,341	188,054
Corporate Services	118,243	54,576	63,667	14,578	80,742
Community Assets and Leisure	9,080	30,807	(21,727)	1	2,564,141
Planning, Place and Sustainability	39,894	42,500	(2,606)	1,802	7,731
	188,457	174,223	14,234	32,725	2,842,403

2023 **2022**
\$ '000 **\$ '000**

Note 3 Funding for the delivery of our services

3.1 Rates and charges

The rate cap for 2022-23 was set at 1.75 per cent and was applied to the average rate per assessment of all rateable properties in the municipality. The rate cap does not apply to waste charges or the Fire Services Property Levy.

Council uses Net Annual Value (NAV) as the basis of rating of all properties within the municipal district. For residential properties, NAV is fixed at five per cent of the Capital Improved Value (CIV). For all other properties, the NAV is the current value of a property's net annual rent i.e. gross annual rental less all outgoings — such as land tax, building insurance and maintenance costs, (but excluding Council rates) and is a minimum of five per cent.

The valuation base used to calculate general rates for 2022-23 was \$4,256m (2021-22: \$3,686m). The 2022-23 rate in the dollar was 2.4565 cents (2021-22: 2.7882 cents).

Municipal rates	104,279	101,627
Waste and recycling charges	23,974	22,909
Interest on rates and charges *	937	-
Supplementary rates and rate adjustments	536	430

Total rates and charges	129,726	124,966
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The date of the general revaluation of land for rating purposes within the municipality for 2022-23 was 1 January 2022, and the valuation was applied to the rating period commencing 1 July 2022.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

* During the pandemic period, Council offered a deferral of rates during 2019-20 and 2020-21 and a Hardship Rates Relief Package during 2021-22. No interest charges were applied for late payments from 16 March 2020 to 30 June 2022. During the 2022-23 financial year, Council commenced charging interest in accordance with the *Penalty Interest Rate Act 1983* of 10 per cent.

3.2 Statutory fees and fines

Parking infringements	6,080	4,887
Building and planning fees	1,372	1,727
Registration fees	420	559
Property information	239	299
Land information certificates	169	197
Other statutory fees and fines	83	122

Total statutory fees and fines	8,363	7,791
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Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

	2023	2022
	\$ '000	\$ '000

Note 3 Funding for the delivery of our services (continued)

3.3 User fees

Glen Eira Leisure services *	14,207	7,046
Animal registrations and local laws	2,456	1,786
Family and early learning centres	1,879	1,827
Aged and health services	1,518	1,684
Building and planning services	1,163	1,355
Council facilities hire	844	489
Community care and development	791	740
Other user fees and charges	585	316
Parking meter fees	379	188
Road openings and reinstatements	308	362
Waste and sustainability	145	176
Footpath rentals	99	167
Total user fees	24,374	16,136

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

* The increase in revenue during 2022-23 for Glen Eira Leisure is a result of operations returning to pre-pandemic levels for the full financial year.

	2023 \$ '000	2022 \$ '000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	16,888	19,514
State funded grants	11,188	13,211
Total grants received	28,076	32,725
(a) Operating grants		
Recurrent — Commonwealth Government		
Aged care	5,621	5,465
Family and early learning centres	1,536	1,448
Family day care	458	522
Financial assistance grants — general purpose *	4,630	4,492
Financial assistance grants — local roads *	995	913
Recurrent — State Government		
Community care and development	5,639	5,453
Immunisation	139	135
Libraries and learning centres	1,069	1,024
Maternal and child health	1,362	1,492
Other recurrent operating grants	210	68
School crossing supervisors	532	426
Senior citizens	28	84
Social support	753	676
Total recurrent operating grants	22,972	22,198
* During the 2022-23 financial year, the Commonwealth Government announced prepayments of Council's Financial assistance grants funding for 2023-24. The amount of \$4.5m (100 per cent of the grant) was received in June 2023 (\$3.27m being 75 per cent prepayment received in 2021-22).		
Non-Recurrent — State Government		
COVID Relief Program	109	3
Digital Marketing Literacy Strategy Program	-	60
Electric Vehicle Fleet Business Case and Transition Plan	-	86
Local Government Business Concierge and Hospitality Support Program	-	120
Streamlining business support	50	-
Women Building Surveyors Program	-	75
Total non-recurrent operating grants	159	344
Total operating grants	23,131	22,542

	2023 \$ '000	2022 \$ '000
3.4 Funding from other levels of government (continued)		
(b) Capital grants		
Recurrent — Commonwealth Government		
<i>Roads to Recovery Program</i>	424	424
Total recurrent capital grants	424	424
Non-recurrent — Commonwealth Government		
Commuter Car Park Upgrade	-	1,000
<i>Local Roads & Community Infrastructure Program</i>	2,225	2,198
Murrumbeena Park Pavilion and community hub development	1,000	3,000
Rosanna Street pathway lighting	-	50
Non-recurrent — State Government		
Aileen Avenue, Caulfield South - new local park	-	650
Bailey Reserve Community Outdoor Fitness Facility	79	-
Caulfield Park cricket net multipurpose training facility	20	-
Caulfield Park Oval 2 Lighting Project	12	107
Centenary Park lighting upgrade	-	40
Centenary Park Playspace Upgrade	250	-
<i>Changing Places Program</i>	-	110
<i>Community Climate Change and Climate Action Program</i>	-	5
Community Sports Infrastructure Fund	300	900
Duncan MacKinnon Reserve community fitness facility	-	14
EAT Street Bentleigh Plaza public realm improvement project	325	325
EV Charging Stations for Council Fleets	118	-
Kerbside Reform Support Fund	-	181
Koorang Park Cricket Net Multipurpose Training Nets	11	44
Local councils outdoor eating and entertainment package	-	825
Lord Reserve Pavilion upgrade	53	150
Murrumbeena Park Cricket Nets	27	-
Rosanna Street playground upgrade	-	150
<i>TAC Local Government Grant Program</i>	88	-
Tobacco inspection	13	10
Total non-recurrent capital grants	4,521	9,759
Total capital grants	4,945	10,183

2023
\$ '000

2022
\$ '000

3.4 Funding from other levels of government (continued)

(c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies AASB 1058 Income for Not-for-Profit Entities.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed.

Income recognised under AASB 1058 Income of Not-for-Profit Entities

General purpose	5,625	5,405
Specific purpose grants to acquire non-financial assets	4,945	10,183
Other specific purpose grants	17,506	17,137
	28,076	32,725

(d) Unspent grants received on condition that they be spent in a specific manner

Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:

Operating

Balance at start of year	3,274	2,009
Received during the financial year and remained unspent at balance date	4,572	3,274
Received in prior years and spent during the financial year	(3,274)	(2,009)
Balance at year end	4,572	3,274

Capital

Balance at start of year	-	1,140
Received during the financial year and remained unspent at balance date	-	-
Received in prior years and spent during the financial year	-	(1,140)
Balance at year end	-	-

Unspent grants are determined and disclosed on a cash basis.

3.5 Other income

Interest *	1,830	217
Rentals and leases	1,146	1,009
Licences and permits **	763	184
Other income	523	475
Volunteer services — delivered meals	169	155
Total other income	4,431	2,040

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

* The increase in interest received is due to higher than expected investment rates during the 2022-23 financial year.

** Council entered in to a licence agreement with the State of Victoria through the Level Crossing Removal Project to maintain the section of Linear Park within the municipal boundary. Funding has been provided to Council for the maintenance and upkeep of the non-rail infrastructure by the third parties. Refer to note 5.3(c).

3.6 Contributions — monetary

Public open space	7,683	4,387
Total contributions — monetary	7,683	4,387

Monetary and non-monetary contributions are recognised as revenue at their fair value when Council obtains control over the contributed asset.

Public open space fees received during the year are transferred to other reserves pursuant to section 18 of the *Subdivision Act 1988* (public open space reserve). Refer to note 9.1(b).

	Notes	2023 \$ '000	2022 \$ '000
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Note 4 The cost of delivering services

4.1 Employee costs

Wages and salaries		65,575	64,167
Superannuation (refer to note 4.1(a))		7,444	6,935
Annual leave		5,747	5,725
Long service leave		1,910	958
WorkSafe		780	688
Other employee costs		760	756
Fringe benefits tax		112	131
Total gross employee costs		82,328	79,360
Capitalised salaries	9.2	(2,181)	(2,291)
Total net employee costs		80,147	77,069

(a) Superannuation

Council made contributions to the following funds:

Defined benefit plans

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	159	161
	159	161

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,011	4,017
Employer contributions to HESTA	737	775
Employer contributions to other funds	2,537	1,982
	7,285	6,774

Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) at reporting date (accumulation fund)	501	436
	501	436

Summary

Employer contributions paid at reporting date	7,444	6,935
Employer contributions payable at reporting date	501	436

Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

	2023 \$ '000	2022 \$ '000
4.2 Materials and services		
Waste management contract services	21,038	20,849
Maintenance	7,320	6,743
Corporate contract services	7,020	6,449
Materials and consumables	5,404	4,235
Utilities	4,381	4,025
Parks and grounds contract maintenance	3,936	3,705
Other contract services	3,401	3,548
Agency staff contract services	3,398	1,599
Traffic and parking contract services	3,368	3,209
Insurance	1,567	1,396
Community wellbeing contract services	1,454	1,399
Community grants and subsidies	1,286	1,121
Training and development	906	596
Roads and engineering contract services	718	767
Building and urban planning contract services	654	453
Transformation and corporate reporting contract services	246	564
Costs of outdoor parklets	177	572
Total materials and services	66,274	61,230

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Depreciation

Infrastructure	15,731	15,271
Plant and equipment	3,451	3,667
Property	5,911	5,506
Total depreciation	25,093	24,444

Refer to note 5.2(b), 5.8 and 6.2 for a more detailed breakdown of depreciation charges and accounting policy.

	2023	2022
	\$ '000	\$ '000
4.4 Amortisation — intangible assets		
Software	1,169	923
Total amortisation — intangible assets	1,169	923
4.5 Amortisation — right of use assets		
Property	893	891
Equipment	192	171
Total Amortisation — right of use assets	1,085	1,062
4.6 Net loss on sale / disposal of property, infrastructure, plant and equipment		
Proceeds of sale	209	654
Written down value (WDV) of assets disposed (refer to note 6.2)	(2,871)	(3,201)
Disposal costs for laneway sales	(108)	(26)
Discontinued capital works projects *	(2,011)	(26)
Total net loss on sale/disposal of property, infrastructure, plant and equipment	(4,781)	(2,599)
The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.		
* Relates to the write-off of design / feasibility costs on capital works projects that did not proceed during the 2022-23 financial year. These projects included: Inkerman Road Bike Lane, Multideck car park projects, Elsternwick Community Hub and road design works.		
4.7 Borrowing costs		
Interest — borrowings	513	190
Interest — equipment lease	2	17
Total borrowing costs	515	207
Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.		
4.8 Finance costs — leases		
Interest — lease liabilities	196	192
Total finance costs	196	192

	2023 \$ '000	2022 \$ '000
4.9 Other expenses		
Bad and doubtful debts	1,388	1,423
Other expenses	1,114	791
Court lodgement fees	688	436
Program costs	536	361
Councillors' allowances	487	430
Environmental initiatives	343	503
Leasing	336	280
Memberships and subscriptions	309	311
Advertising	201	200
Licences and registrations	201	163
Rentals	178	138
Pandemic prevention expenses	141	678
Laundry fees	124	106
VicRoads extracts	115	72
Document storage	104	121
Animal registrations and levies	97	81
Emergency planning costs	96	76
Interest payable on aged care deposits	51	49
Auditors remuneration		
Internal auditors	140	136
External auditors — VAGO — audit of the Financial Statements, Performance Statement and grant acquittals	90	86
Other auditors remuneration costs	79	56
Total other expenses	6,818	6,497

2023	2022
\$ '000	\$ '000

Note 5 Our financial position

5.1 Financial Assets

(a) Cash and cash equivalents

Current

Cash at bank and on hand	61,331	45,581
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Total cash and cash equivalents	61,331	45,581
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Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

(b) Other financial assets

Non-current

MAPS shareholding — at cost *	5	5
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* 5,020 shares were issued on 17 May 1995. These shares are held with Procurement Australasia Ltd.

Total financial assets	61,336	45,586
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Other financial assets are valued at fair value, being market value, at balance date. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

	2023	2022
	\$ '000	\$ '000

Note 5 Our financial position (continued)

(c) Trade and other receivables

Current

Statutory receivables

Rates debtors	13,639	14,101
Parking infringement debtors — Council	962	1,024
Parking infringement debtors — Fines Victoria	11,274	9,970
Provision for doubtful debts — parking infringements	(10,243)	(9,075)
Net GST Receivable	2,709	2,141
Fire services property levy	1,509	1,594

Non-statutory receivables

Other trade receivables *	2,067	3,050
Provision for doubtful debts — other trade receivables	(10)	(83)

Total trade and other receivables	21,907	22,722
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Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

* Other trade receivables are amounts due to Council for the provision of other services such as residential aged care, early learning centres, leisure and recreational facilities.

(d) Ageing of receivables

At balance date other debtors representing financial assets were past due but not impaired. The ageing of Council's other trade receivables (excluding statutory receivables) was:

Current (not yet overdue)	1,539	2,429
Past due by up to 30 days	431	212
Past due between 31 and 180 days	97	409
Total trade and other receivables	2,067	3,050

Movements in provisions for doubtful debts

Balance at the beginning of the year	(9,158)	(8,351)
Increase in provisions recognised during the year	(1,095)	(807)
Balance at end of year	(10,253)	(9,158)

2023
\$'000

2022
\$'000

Note 5 Our financial position (continued)

5.2 Non-financial assets

(a) Other assets

Current

Accrued income	499	85
Property deposits *	415	1,224
Prepayments	2,092	1,812
Total other assets	3,006	3,121

* Property deposits relates to the acquisition of parcels of land in line with Council's *Open Space Strategy*. These deposits will be recognised in the Capital Works Statement when settlements have occurred.

5.2 (b) Intangible assets

Computer software and licences — at cost	9,982	9,600
Accumulated amortisation	(8,257)	(7,088)
Total intangible assets	1,725	2,512

Movements for the year

Computer software and licences — as at 1 July	2,512	2,822
Additions	382	613
Amortisation expense	(1,169)	(923)
Net book value at 30 June	1,725	2,512

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

Refer note 6.2 table for amortisation period and threshold limit.

	2023 \$'000	2022 \$'000
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5.3 Payables, trust funds and deposits and unearned income/revenue

(a) Trade and other payables

Current

Non-statutory payables

Trade payables *	18,553	12,148
Accrued expenses	6,703	5,974
Total current trade and other payables	25,256	18,122

* Trade payables have increased due to higher volumes of operating and capital invoices received as at 30 June.

(b) Trust funds and deposits

Current

Residential aged care bonds and deposits	3,857	5,073
Refundable deposits	6,380	6,834
Fire services property levy	1,851	1,949
	12,088	13,856

Current — expected to be refundable after 12 months

Residential aged care bonds and deposits	9,000	11,836
	9,000	11,836

Total current trust funds and deposits	21,088	25,692
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Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in Council gaining control of the funds, are to be recognised as revenue at the time of the forfeit.

Purpose and nature of items:

Residential aged care bonds and deposits — relate to resident accommodation bonds and deposits for Council's nursing home at Warrawee. These amounts are to be refunded (less retention income) when residents leave the facility. Council forecasts that 30 per cent (2021–22: 30 per cent) of residential aged care bonds and deposits will fall due within 12 months after the end of the period.

Refundable deposits — are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire services property levy — Council is the collection agent for the fire services property levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

	2023 \$'000	2022 \$'000
5.3 Payables (continued)		

(c) Unearned income / revenue

Current

Grants received in advance — operating *	117	-
Grants received in advance — capital **	540	739
Revenue received in advance ***	3,683	4,446
Total current unearned income / revenue	4,340	5,185

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of the below. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

* Operating grants include:

(i) *Cooking Up Connections program* (\$35k). A meal sharing and community strengthening program that tackles social isolation amongst older people and strengthens intergenerational connections within communities.

(ii) *Kindergarten Infrastructure and Services Plan (KISP)* support grant (\$82k). Activities include reviewing and updating KISP estimates, collection and provision of up-to-date information about local services and hiring new staff, training and developing existing staff, or engaging consultants to provide advice as the Local Government deems necessary.

** Capital grants include:

(i) Digital Glen Eira (\$300k), The *Digital Planning Reform program's* funding objective is to deliver an easy to use digital planning system to access guidance, information and services.

(ii) *2022 Community Cricket Program Community Facilities Stream* for Murrumbeena Park Cricket Multipurpose Facility (\$90k). Construction of a new multipurpose training facility at Murrumbeena Park in Murrumbeena, providing a five bay cricket and netball multipurpose facility to benefit the Murrumbeena Cricket Club, Murrumbeena Football Netball Club and local community.

(iii) Bentleigh Reserve Multi-use Courts (\$150k). Funding received for the construction of a new multiuse training facility for cricket and netball for the Bentleigh Reserve tenant clubs and the Bentleigh community.

*** Revenue received in advance

Council entered into an agreement with the State of Victoria through the Level Crossing Removal Project to maintain the section of Linear Park within the municipal boundary. This is a ten year agreement with the full payment received in advance (\$4.45m). Income will be recognised as the contractual obligations are fulfilled.

	2023 \$'000	2022 \$'000
5.4 Interest-bearing liabilities		
Current		
Bank borrowings — secured	-	3,811
Treasury Corporation of Victoria borrowings — secured *	2,728	-
Total current interest-bearing liabilities	2,728	3,811
Non-current		
Treasury Corporation of Victoria borrowings — secured *	27,326	3,331
Total non-current interest-bearing liabilities	27,326	3,331
Total	30,054	7,142
All borrowings are secured over the General Rates of Council.		

(a) The maturity profile for Council's borrowings is:

Not later than one year	2,728	3,811
Later than one year and not later than five years	6,350	3,331
Later than five years	20,976	-
	30,054	7,142

Borrowings are initially measured at fair value, being the cost of the interest-bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost.

Any difference between the initial recognised amount and the redemption value is recognised in the net result over the period of the borrowing using the effective interest method. The classification depends on the nature and purpose of the interest-bearing liabilities. Council determines the classification of its interest-bearing liabilities at initial recognition.

* As at 30 June 2023, Council has drawn down total borrowings of \$30.3m comprising of \$24m in general borrowings, and \$6.3m under the *2019 Community Infrastructure Loans Scheme* for the Eat Street Community Space and the Bentleigh Library Redevelopment projects.

5.5 Provisions

2023	Annual leave	Long service leave	Sick leave	Total
	\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year	5,772	10,972	3	16,747
Additional provisions	5,710	1,703	-	7,413
Amounts used	(6,237)	(1,734)	-	(7,971)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	(26)	-	(26)
Balance at the end of the financial year	5,245	10,915	3	16,163
2022				
Balance at beginning of the financial year	6,118	11,931	7	18,056
Additional provisions	5,719	905	(4)	6,620
Amounts used	(6,065)	(1,783)	-	(7,848)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	(81)	-	(81)
Balance at the end of the financial year	5,772	10,972	3	16,747
			2023	2022
			\$ '000	\$ '000
Employee provisions				
Current provisions expected to be wholly settled within 12 months				
Annual leave			4,153	4,278
Long service leave			1,421	1,387
Sick leave			3	3
			5,577	5,668
Current provisions expected to be wholly settled after 12 months				
Annual leave			1,092	1,495
Long service leave			8,491	8,610
			9,583	10,105
Total current provisions			15,160	15,773
Non-current				
Long service leave			1,003	974
Total non-current provisions			1,003	974
Aggregate carrying amount of employee provisions:				
Current provisions			15,160	15,773
Non-current provisions			1,003	974
Total aggregate carrying amount of employee provisions			16,163	16,747

5.5 Provisions (continued)

The following assumptions were adopted in measuring the present value of employee benefits:

	2023	2022
Weighted average increase in employee costs	2.25%	2.50%
Weighted average discount rates	4.06%	3.69%
Weighted average settlement period	14.22 years	14.20 years

The calculation of employee costs includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability.

Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current liability — unconditional LSL representing seven years' service is disclosed as a current liability even when Council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at:

- present value — component that is not expected to be settled within 12 months.
- nominal value — component that is expected to be settled within 12 months.

Non-current liability — conditional LSL representing less than seven years' service is disclosed as a non-current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

Non-current LSL liability is measured at present value.

Sick leave

It was the former City of Caulfield's policy to make payments equivalent to 50 per cent of unused sick leave to some sections of its workforce on their retirement due to age or disability. This became payable after completing five years of service. There are no new entrants into the scheme since award restructuring in 1991. Provision for the estimated amount of this benefit for eligible employees is shown in note 5.5 as a current provision. Liability is measured at nominal value.

5.6 Financing Arrangements

The Council has the following funding arrangements in place as at 30 June 2023:

	2023 \$ '000	2022 \$ '000
Credit card facilities	200	200
Other facilities — bank guarantees	321	321
Treasury Corporation of Victoria loan facilities	44,000	10,000
Total facilities	44,521	10,521
Used facilities (note 5.4)	(30,621)	(3,331)
Unused facilities *	13,900	7,190

* Council has unused loan facilities relating to the *Community Sports Infrastructure Loan Scheme* for the Carnegie Memorial Swimming Pool of \$10m and \$3.7m under the *2019 Community Infrastructure Loans Scheme* for the Eat Street Community Space Project.

5.7 Commitments

Council has entered into the following commitments:

Operating expenditure commitments — includes the following: banking facilities; street cleaning; parking services; archival storage; cleaning services; audit services; agency staff; publications; telecommunications; delivered meals; litter bin collection; cleaning of public toilets; garbage collection; recyclables collection; green waste collection; building maintenance services; traffic management; and engineering services.

Capital expenditure commitments — includes the planning and construction of new assets, renewal, upgrade and expansions for existing infrastructure, plant and equipment and property assets. Capital commitments relate to strategic projects such as the redevelopment of the Carnegie Memorial Swimming Pool.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of note and presented inclusive of the GST payable.

(a) Commitments for expenditure

2023	Not later than 1 year \$ '000	Later than 1 year but less than 2 years \$ '000	Later than 2 years but less than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
Operating					
Cleaning services	1,199	-	-	-	1,199
Community and aged care	1,174	-	-	-	1,174
Consultancies	435	-	-	-	435
Licences and support	386	211	121	-	718
Maintenance	2,770	471	1,130	1,114	5,485
Traffic and parking management	2,518	2,518	5,286	-	10,322
Waste and sustainability	21,500	8,819	10,298	4,107	44,724
Other contractual obligations	4,177	1,987	1,588	-	7,752
Total operating commitments	34,159	14,006	18,423	5,221	71,809
Capital					
Buildings	42,368	11,067	69	-	53,504
Land	3,735	-	-	-	3,735
Plant and Equipment	229	-	-	-	229
Total capital expenditure commitments	46,332	11,067	69	-	57,468

5.7 Commitments (continued)

2022	Not later than 1 year	Later than 1 year but less than 2 years	Later than 2 years but less than 5 years	Later than 5 years	Total
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Operating					
Cleaning services	1,677	850	-	-	2,527
Community and aged care	1,402	1,383	430	-	3,215
Consultancies	428	-	-	-	428
Licences and support	321	129	34	-	484
Maintenance	3,724	628	-	-	4,352
Traffic and parking management	3,648	304	-	-	3,952
Waste and sustainability	14,417	6,392	12,257	4,107	37,173
Other contractual obligations	2,246	1,346	219	-	3,811
Total operating commitments	27,863	11,032	12,940	4,107	55,942
Capital					
Buildings	8,058	248	6	-	8,312
Land	7,277	3,735	-	-	11,012
Open Space and Recreation	3,957	-	-	-	3,957
Parks and Gardens	1,235	-	-	-	1,235
Plant and Equipment	535	267	-	-	802
Roads	2,752	-	-	-	2,752
Total capital expenditure commitments	23,814	4,250	6	-	28,070

5.8 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate (4 per cent as at 30 June 2023).

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under AASB 16 Leases, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

5.8 Leases (continued)

Right-of-Use Assets	Property 2023 \$'000	Equipment 2023 \$'000	Total 2023 \$'000
Balance at 1 July 2022	2,132	274	2,406
Additions	460	427	887
Amortisation charge	(893)	(192)	(1,085)
Balance at 30 June 2023	1,699	509	2,208

Right-of-Use Assets	Property 2022 \$'000	Equipment 2022 \$'000	Total 2022 \$'000
Balance at 1 July 2021	3,022	383	3,405
Additions	-	-	-
Amortisation charge	(890)	(109)	(999)
Balance at 30 June 2022	2,132	274	2,406

Lease Liabilities	2023 \$'000	2022 \$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	878	1,108
One to five years	1,755	1,745
More than five years	-	33
Total undiscounted lease liabilities as at 30 June	2,633	2,886

Lease liabilities included in the Balance Sheet at 30 June	2023 \$'000	2022 \$'000
Current	878	1,109
Non-current	1,677	1,598
Total lease liabilities	2,555	2,707

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of \$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2023 \$'000	2022 \$'000
Expenses relating to:		
Leases of low value assets	4	7
Total	4	7

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

	2023 \$'000	2022 \$'000
Within one year	4	7
Later than one year but not later than five years	13	13
Later than 5 years	-	2
Total lease commitments	17	22

Note 6 Assets we manage

6.1 Investments in joint operations

Glen Eira City Council has entered into a joint operation in connection with the Regional Landfill Clayton South Joint Venture. The main activity was the provision of a refuse disposal site for councils. The registered office and principal place of business of the Joint Venture is Clayton Road, Clayton South, VIC 3169.

The landfill site is jointly owned by five councils including Glen Eira City Council and the equity is distributed accordingly: Boroondara 35.22 per cent, Glen Eira 21.10 per cent, Monash 16.80 per cent, Stonnington 12.76 per cent and Whitehorse 14.12 per cent. An updated joint venture agreement was signed by the five Council's on the 18 September 2020.

The Joint Venturers are obligated to restore the landfill site to a particular standard. The site ceased operation at the end of January 2016 and restoration work has commenced.

The Joint Venture Councils are required to progressively rehabilitate the site post closure and provide for future monitoring and after care of the site as well as a number of other obligations. The Joint Venturers have received a report into the post closure after care management cost assessment at the landfill. This report looked at the components of the after care assessment at the landfill.

Council has received the unaudited accounts of the joint operation and Council's 21.1 per cent share of the net liabilities employed in the joint operations is included in the Financial Statements as follows:

6.1 (a) Summarised Comprehensive Income Statement	2023	2022
for the year ended 30 June 2023	\$ '000	\$ '000
Total income	339	423
Total expenses	1,248	11
Share of net (loss) / surplus of joint operations	(909)	412
Summarised Balance Sheet		
as at 30 June 2023		
Assets		
Current assets	280	142
Total assets	280	142
Liabilities		
Current liabilities	240	227
Non-current liabilities	4,567	3,534
Total liabilities	4,807	3,761
Net liabilities	(4,527)	(3,619)
Equity / (deficit)		
Accumulated deficit	(4,527)	(3,619)
Total (deficit)	(4,527)	(3,619)
Adjusted for rehabilitation costs (refer to note 6.1(b))	4,800	3,755
Total investment in joint operations (excluding rehabilitation costs)	273	136

2023
\$ '000

2022
\$ '000

6.1 Investments in joint operations (continued)

6.1 (b) Other liabilities

Provision for environmental rehabilitation	4,800	3,755
Total other liabilities	4,800	3,755

At the reporting date the Joint Venture recognised a provision for rehabilitation works which is measured at the present value of the Joint Venturers' best estimate of the costs associated with remediation of the site. Remediation is expected to be completed by 2050.

The calculation of the provision is based on a review of the Annual and planned equipment replacement aftercare costs of the site. These costs have been inflated at 6.5% per year. The present value calculation uses the Group of 100 discount rate forecasts for 26 years.

The provision is assessed at the end of each reporting period in order to ensure it accurately reflects the cost of closing and restoring the site. A review has been undertaken during the 2020-21 financial year and as at August 2022 by James Mackenzie of Mackenzie Environmental Pty Ltd on estimates of future costs to operate the closed landfill site in accordance with the *Environment Protection Act 2017*.

The increase in provision relates to the expected post closure maintenance period costs. The provision is based on the best information available to management at year-end. This indicates aftercare costs of approximately \$1.1 million annually.

Summarised statement of cash flows

Net cash provided by / (used in) operating activities	95	(1)
Net increase / (decrease) in cash and cash equivalents	95	(1)

Summary of joint operations

Movements for the year

Share of joint operations as at 1 July	(3,619)	(4,031)
Share of net (loss) / surplus of joint operations	(909)	412
Share of total equity of joint operations as at 30 June	(4,527)	(3,619)

Accounting for investments in joint operations

Council's interest in joint operations are accounted for using the equity method. Under this method, the interest is initially recognised in the Balance Sheet at cost and adjusted thereafter to recognise Council's share of the net assets of the entities. Council's share of the financial result of the entity is recognised in the Comprehensive Income Statement.

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Joint Venture, the results of those operations, or the state of affairs of the Joint Venture in future financial years.

6.2 Property, infrastructure plant and equipment

Summary of property, infrastructure plant and equipment

	Carrying amount 30 June 2022	Acquisitions	Revaluation	Depreciation	Disposal	Net transfers	Carrying amount 30 June 2023
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Land	2,144,013	7,268	-	-	-	-	2,151,281
Buildings	183,393	-	-	(5,911)	(2,490)	19,209	194,201
Plant and equipment	10,671	-	-	(3,451)	(10)	2,312	9,523
Infrastructure	385,560	-	-	(15,731)	(371)	11,568	381,025
Art collection and municipal regalia	2,422	3	-	-	-	-	2,425
Work in progress	39,861	47,293	-	-	-	(33,089)	54,065
	2,765,920	54,564	-	(25,093)	(2,871)	-	2,792,520

Summary of work in progress (WIP)

	Opening WIP	Additions	Transfers to completed assets	Closing WIP
	\$ '000	\$ '000	\$ '000	\$ '000
Land and buildings	23,678	26,210	(19,209)	30,679
Plant and equipment	776	4,316	(2,312)	2,780
Infrastructure	15,407	16,767	(11,568)	20,606
	39,861	47,293	(33,089)	54,065

6.2 Property, infrastructure plant and equipment (continued)

(a) Property	Notes	Land - specialised	Land under roads	Total land	Buildings - non specialised	Buildings - specialised	Leasehold improvements	Total buildings	Total property
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
At fair value 1 July 2022		1,347,191	796,822	2,144,013	245,919	50,213	382	296,514	2,440,527
Accumulated depreciation		-	-	-	(100,479)	(12,375)	(266)	(113,121)	(113,121)
Work in progress		-	-	-	21,995	1,683	-	23,678	23,678
Balance at 1 July 2022		1,347,191	796,822	2,144,013	167,435	39,521	116	207,071	2,351,084
Movements in fair value									
Acquisition of assets at fair value (including work in progress transfers)		7,268	-	7,268	19,209	-	-	19,209	26,477
Revaluation at fair value	9.1(a)	-	-	-	-	-	-	-	-
Fair value of assets disposed	4.6	-	-	-	(10,311)	-	-	(10,311)	(10,311)
Net work in progress movement		-	-	-	5,092	1,909	-	7,001	7,001
		7,268	-	7,268	13,990	1,909	-	15,899	23,167
Movements in accumulated depreciation									
Depreciation	4.3	-	-	-	(5,235)	(658)	(18)	(5,911)	(5,911)
Accumulated depreciation of disposals	4.6	-	-	-	7,821	-	-	7,821	7,821
		-	-	-	2,586	(658)	(18)	1,910	1,910
At fair value 30 June 2023		1,354,459	796,822	2,151,281	254,817	50,213	382	305,412	2,456,693
Accumulated depreciation at 30 June 2023		-	-	-	(97,893)	(13,033)	(284)	(111,211)	(111,211)
Work in progress		-	-	-	27,087	3,592	-	30,679	30,679
Carrying amount at 30 June 2023		1,354,459	796,822	2,151,281	184,011	40,772	98	224,880	2,376,161

6.2 Property, infrastructure plant and equipment (continued)

(b) Infrastructure	Notes	Roads	Footpaths, furniture and signs	Drains	Parks and gardens	Total infrastructure
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
At fair value 1 July 2022		317,744	127,737	217,713	132,938	796,132
Accumulated depreciation		(157,706)	(82,726)	(109,763)	(60,375)	(410,570)
Work in progress		5,563	153	2,075	7,616	15,407
Balance at 1 July 2022		165,601	45,164	110,025	80,179	400,969

Movements in fair value

Acquisition of assets at fair value (including work in progress transfers)		3,007	1,518	2,756	4,287	11,568
Revaluation at fair value	9.1(a)	-	-	-	-	-
Fair value of assets disposed	4.6	(1,096)	-	(99)	-	(1,195)
Net work in progress movement		1,969	408	(147)	2,969	5,199
		3,880	1,926	2,510	7,256	15,572

Movements in accumulated depreciation

Depreciation	4.3	(4,850)	(2,023)	(2,596)	(6,262)	(15,731)
Accumulated depreciation of disposals	4.6	768	-	56	-	824
		(4,082)	(2,023)	(2,540)	(6,262)	(14,907)

At fair value 30 June 2023		319,655	129,255	220,370	137,225	806,505
Accumulated depreciation at 30 June 2023		(161,788)	(84,749)	(112,303)	(66,637)	(425,477)
Work in progress		7,532	561	1,928	10,585	20,606
Carrying amount at 30 June 2023		165,399	45,067	109,995	81,173	401,634

6.2 Property, infrastructure plant and equipment (continued)

(c) Plant and equipment	Notes	Plant and equipment	Furniture and equipment	Total plant and equipment
		\$ '000	\$ '000	\$ '000
At cost 1 July 2022		11,615	41,597	53,212
Accumulated depreciation		(7,579)	(34,964)	(42,542)
Work in progress		-	776	776
Balance at 1 July 2022		4,036	7,410	11,447
Movements in cost				
Acquisition of assets at fair value (including work in progress transfers)		669	1,643	2,312
Cost of assets disposed	4.6	(269)	(182)	(451)
Net work in progress movement		59	1,945	2,004
		459	3,406	3,865
Movements in accumulated depreciation				
Depreciation	4.3	(991)	(2,460)	(3,451)
Accumulated depreciation of disposals	4.6	264	177	441
		(727)	(2,283)	(3,010)
At cost 30 June 2023		12,015	43,058	55,073
Accumulated depreciation at 30 June 2023		(8,306)	(37,247)	(45,553)
Work in progress		59	2,721	2,780
Carrying amount at 30 June 2023		3,768	8,532	12,301

6.2 Property, infrastructure plant and equipment (continued)

(d) Art collection and municipal regalia	Notes	Art collection and municipal regalia	Total art collection and municipal regalia
		\$ '000	\$ '000
At fair value 1 July 2022		2,422	2,422
Balance at 1 July 2022		2,422	2,422
Movements in fair value			
Acquisition of assets		3	3
Revaluation increments at fair value	9.1(a)	-	-
Fair value of assets disposed	4.6	-	-
		3	3
At fair value 30 June 2023		2,425	2,425
Carrying amount at 30 June 2023		2,425	2,425

6.2 Property, infrastructure plant and equipment (continued)

Acquisition

The fair value method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition depreciation periods	Depreciation/ amortisation period	Threshold limit
Property		
Buildings	(15–120 years)	\$10,000
Land	(indefinite)	-
Land under roads	(indefinite)	-
Leasehold improvements	(20 years)	\$500
Plant and equipment		
Computer equipment	(3–5 years)	\$500
Furniture and equipment	(5–10 years)	\$10,000
Motor vehicles and trucks	(5–8 years)	\$500
Plant and equipment	(3–15 years)	\$500
Sports equipment (leased)	(4 years)	-
Art collection and municipal regalia		
Art collection	(indefinite)	-
Municipal regalia	(indefinite)	-
Infrastructure		
Car parks	(30–34 years)	\$15,000
Drains	(100 years)	\$1,500
Footpaths	(41–65 years)	-
Kerbs and channels	(101–132 years)	\$1,000
Local area traffic management devices	(27–66 years)	\$1,000–\$50,000
Right of ways	(38–107 years)	\$3,000
Roads substructure	(141–180 years)	\$2,000
Roads surfaces	(27–51 years)	\$2,000
Street furniture and signs	(15–27 years)	\$100–\$2,000
Parks and gardens improvements	(5–60 years)	\$1,500
Recreational facilities	(5–60 years)	\$1,500
Intangibles		
Software and software licences	(5 years)	\$10,000
Right of use assets		
Property and equipment	(1–7 years)	\$10,000

6.2 Property, infrastructure plant and equipment (continued)

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation of property, infrastructure, plant and equipment and other assets

Buildings, land improvements, plant and equipment, infrastructure and other assets having limited useful lives are systematically depreciated over their useful lives to Council in a manner that reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Land, land under roads, art collection and municipal regalia are not depreciated.

Straight line depreciation is charged based on the residual useful life as determined each year.

Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 20-year period.

Committees of Management

Where Council has been appointed as Committee of Management, the value of the asset has been included in Council's Financial Statements.

6.2 Property, infrastructure plant and equipment (continued)

(e) Valuations of land and buildings

Valuations of land and buildings were undertaken by a qualified independent valuer, Michael Dore (A.A.P.I) Certified Practising Valuer from Patel Dore Valuers. The valuations of land and buildings are at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and / or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date and type of the current valuation is detailed in the following table, the next full revaluation of these assets will be conducted in 2023-24.

Details of Council's land and buildings and information about the fair value hierarchy as at 30 June 2023 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of Valuation	Type of Valuation
Land — specialised	-	-	1,354,459	01/2022	Full
Land under roads	-	-	796,822	01/2022	Full
Buildings — specialised	-	-	37,179	01/2022	Full
Buildings — non specialised	-	156,924	-	01/2022	Full
Total land and buildings	-	156,924	2,188,460		

(f) Valuations of infrastructure

Valuations of infrastructure assets, except for Parks and gardens assets, have been assessed by Glen Eira City Council's Director Sustainability, Assets and Leisure, Niall McDonagh Bachelor of Engineering (Civil), Masters of Business Administration (MBA) as at 30 June 2022.

Parks and gardens assets were assessed by Glen Eira City Council's Manager Parks and Environment, Mark Dornau as at 31 October 2021.

The date and type of the current valuation is detailed in the following table, a full revaluation of these assets will be conducted in 2025-26.

The valuation of infrastructure assets is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2023 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of Valuation	Type of Valuation
Roads	-	-	157,867	05/2022	Full
Footpaths, furniture and signs	-	-	44,506	05/2022	Full
Drains	-	-	108,067	05/2022	Full
Parks and gardens	-	-	70,588	10/2021	Full
Total infrastructure	-	-	381,028		

6.2 Property, infrastructure plant and equipment (continued)

(g) Valuation of art collection and municipal regalia

Art collection assets were assessed by Lauraine Diggins, Director Fine Art Pty Ltd as at 1 January 2020. The basis of valuation was market value.

The date and type of the current valuation is detailed in the following table, a full revaluation of these assets will be conducted in 2025-26.

Details of Council's art collection and municipal regalia and information about the fair value hierarchy as at 30 June 2023 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of Valuation	Type of Valuation
Art collection and municipal regalia	-	2,425	-	01/2020	Full
Total art collection and municipal regalia	-	2,425	-		

(h) Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between five per cent and 95 per cent. The market value of land varies significantly depending on the location of the land and the current market conditions. Land values range between approximately \$292 and \$5,000 per square metre.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of the buildings. Current replacement cost is calculated on a square metre basis ranging from \$395 to \$5,834 per square metre. The remaining useful lives of the buildings are determined on the basis of the current condition of buildings and vary from 18 years to 103 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from two years to 140 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2023 \$'000	2022 \$'000
Reconciliation of specialised land		
Land	1,354,459	1,347,191
Land under roads	796,822	796,822
Total specialised land	2,151,281	2,144,012

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related parties

Parent entity

Glen Eira City Council

Subsidiaries, associates and joint operations

Interests in joint operations are detailed in note 6.1

(b) Key management personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Glen Eira City Council. The Councillors, Chief Executive Officer and other key management personnel are deemed KMP. Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

Anne-Marie Cade	Councillor	1 July 2022—22 November 2022
	Deputy Mayor	23 November 2022—30 June 2023
David Zyngier	Councillor	1 July 2022—30 June 2023
Jim Magee	Mayor	1 July 2022—30 June 2023
Li Zhang	Deputy Mayor	1 July 2022—22 November 2022
	Councillor	23 November 2022—30 June 2023
Margaret Esakoff	Councillor	1 July 2022—30 June 2023
Sam Parasol	Councillor	1 July 2022—30 June 2023
Simone Zmood	Councillor	1 July 2022—30 June 2023
Sue Pennicuik	Councillor	1 July 2022—30 June 2023
Tony Athanasopoulos	Councillor	1 July 2022—30 June 2023

Chief Executive Officer and other key management personnel

Kellie Vise	Director Customer and Community Experience	1 July 2022—30 June 2023
Mark Saunders	Director Community Wellbeing	1 July 2022—30 June 2023
Niall McDonagh	Director Sustainability, Assets and Leisure	1 July 2022—30 June 2023
Peter Swabey	Director Corporate Services	1 July 2022—12 August 2022
Rebecca McKenzie	Chief Executive Officer	1 July 2022—30 June 2023
Ron Torres	Director Planning and Place	1 July 2022—30 June 2023
Sam Ludolf	Director Corporate Services	15 August 2022—30 June 2023

	2023 No.	2022 No.
Summary		
Total number of Councillors	9	10
Chief Executive Officer and other key management personnel	7	8
Total key management personnel	16	18

7.1 Council and key management remuneration (continued)

(c) Remuneration of key management personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

	2023 \$ '000	2022 \$ '000
Total remuneration of key management personnel was as follows:		
Short-term benefits (salary and annual leave)	2,267	2,263
Post-employment benefits (superannuation)	195	246
Other long-term employee benefits (long service leave)	46	53
Total	2,508	2,562

Key management personnel includes Councillors, CEO and direct senior executive reports to the CEO.

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

Income range:	2023 No.	2022 No.
\$0–\$9,999	-	1
\$30,000–\$39,999	-	6
\$40,000–\$49,999	6	-
\$50,000–\$59,999	2	1
\$60,000–\$69,999	-	1
\$90,000–\$99,999	-	1
\$130,000–\$139,999	1	1
\$170,000–\$179,999	1	-
\$200,000–\$209,999	-	1
\$220,000–\$229,999	-	1
\$240,000–\$249,999	1	-
\$270,000–\$279,999	1	1
\$280,000–\$289,999	1	2
\$290,000–\$299,999	1	-
\$300,000–\$309,999	-	1
\$310,000–\$319,999	1	-
\$410,000–\$419,999	-	1
\$420,000–\$429,999	1	-
Total key management personnel	16	18

(d) Transactions with related parties

There were no transactions with related parties which required disclosure during the 2022–23 or 2021–22 reporting years.

(e) Outstanding balances with related parties

There were no outstanding balances with related parties which required disclosure during the 2022–23 or 2021–22 reporting years.

(f) Loans to / from related parties

No loans have been made, guaranteed, or secured by Council to related parties which required disclosure during the 2022–23 or 2021–22 reporting years.

(g) Commitments to / from related parties

No commitments have been made, guaranteed, or secured by Council to related parties which required disclosure during the 2022–23 or 2021–22 reporting years.

7.2 Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$160,000 and who report directly to a member of the KMP. *

The below numbers include staff holding senior officer positions where two or more staff members have shared the same senior role during a financial year.

The number of other senior staff are shown below in their relevant income bands:

Income range:	2023	2022
	No.	No.
\$160,000–\$169,999	-	2
\$170,000–\$179,999	3	6
\$180,000–\$189,999	5	6
\$190,000–\$199,999	6	2
\$200,000–\$209,999	2	-
\$210,000–\$219,999	2	1
\$230,000–\$239,999	1	-
Total other senior staff	19	17

Remuneration	2023	2022
	\$ '000	\$ '000
Short-term benefits (salary and annual leave)	3,237	2,721
Post-employment benefits (superannuation)	358	304
Other long-term employee benefits (long service leave)	87	75
Total remuneration for the reporting year for other senior staff included above, amounted to:	3,682	3,100

* Due to a definitional change the comparative figures in this note may not align with the previous year's annual report, which included disclosure of senior officers as defined in the *Local Government Act 1989*.

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

At balance date the Council are not aware of any contingent assets (2022: Nil).

Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

The following are potential contingencies considered by council.

(a) Arising from legal matters

Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors.

As these matters are yet to be finalised and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

(b) Arising from insurable claims

As a major enterprise, Council is subject to claims that may arise in areas such as: public liability for injury and/or property damage; professional indemnity for wrongful advice; Councillors' and officers' liability; employment practices liability; and discrimination.

Council maintains a comprehensive insurance portfolio in respect of all identified areas of potential liability. Council presently has no outstanding claims in these areas except in respect of public liability. Council has insurance coverage that exceeds the requirements of legislation and that is more than adequate to cover any outstanding claims that fall within the terms of the insurance coverage.

Council has no claims that fall outside the insurance coverage except for those which are not covered because they are 'under excess' in respect of the applicable coverage.

Council's liability therefore, is limited to minor 'under excess' claims and the 'under excess' component of claims that fall within the insurance coverage. Council makes allowance for these 'under excess' contingent liabilities in its Budget.

8.1 Contingent assets and liabilities (continued)

(c) Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

(d) Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2023 reporting period. Council assesses the impact of these new standards. As at 30 June 2023 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2024 that are expected to impact Council.

8.3 Financial instruments

(a) Objectives and policies

Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables), trust funds and deposits and bank and TCV borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in notes of the Financial Statements. Risk management is carried out by senior management under policies approved by Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. Council's exposures to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

(c) Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long-term loans and borrowings at fixed rates. Council does not hold any interest-bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 2020. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(d) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- council have a policy for establishing credit limits for the entities council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets that are individually determined to be impaired.

8.3 Financial instruments (continued)

(d) Credit risk (continued)

We may also be subject to credit risk for transactions which are not included in the Balance Sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in note 8.1.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the Balance Sheet and notes to the Financial Statements. Council does not hold any collateral.

(e) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or not having sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has readily accessible standby facilities and other funding arrangements in place;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitors budget to actual performance on a regular basis; and
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the Balance Sheet are deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(f) Financial instruments — sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of plus one and minus one per cent in market interest rates (AUD) from year-end rates of 4.1 per cent (assuming cash remains steady throughout the year).

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Fair value measurement

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. *AASB 13 Fair Value Measurement*, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset, or paid to transfer a liability, in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the Financial Statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities.

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at note 6.2, Property, infrastructure, plant and equipment.

In addition, Council undertakes a formal revaluation at the following intervals:

- Art collection every five years
- Infrastructure assets every four years and replacement costs adjusted annually
- Land and buildings every two years
- Land under roads every two years
- Municipal regalia every five years
- Parks and gardens every five years

The valuation is performed either by experienced Council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the Comprehensive Income Statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

Other events

Council has not received any information after the reporting date about conditions that existed at the reporting date which requires disclosure. In addition, there are no material non-adjusting events after the reporting date which have not been disclosed.

Note 9 Other matters

9.1 Reserves

(a) Asset revaluation reserve

2023	Balance at beginning of reporting period \$ '000	Increment / (decrement) \$ '000	Balance at end of reporting period \$ '000
Property			
Land	998,309	-	998,309
Land under roads	434,844	-	434,844
Buildings	89,477	-	89,477
Infrastructure			
Road assets	135,676	-	135,676
Footpaths	20,095	-	20,095
Drainage	35,253	-	35,253
Parks and gardens	41,253	-	41,253
Art collection and municipal regalia			
Art collection	1,601	-	1,601
Balance	1,756,508	-	1,756,508

2022	Balance at beginning of reporting period \$ '000	Increment / (decrement) \$ '000	Balance at end of reporting period \$ '000
Property			
Land	896,279	102,030	998,309
Land under roads	354,245	80,599	434,844
Buildings	89,854	(377)	89,477
Infrastructure			
Road assets	108,129	27,547	135,676
Footpaths	24,236	(4,141)	20,095
Drainage	18,111	17,142	35,253
Parks and gardens	24,298	16,955	41,253
Art collection and municipal regalia			
Art collection	1,601	-	1,601
Balance	1,516,753	239,755	1,756,508

The asset revaluation reserve is used to record the net movement of Council's assets over time.

9.1 Reserves (continued)

(b) Public open space reserve

	Balance at beginning of reporting period \$ '000	Transfers from accumulated surplus \$ '000	Transfers to accumulated surplus \$ '000	Balance at end of reporting period \$ '000
2023				
Public open space reserve	19,607	7,683	(8,331)	18,959
Balance	19,607	7,683	(8,331)	18,959
2022				
Public open space reserve	26,260	4,387	(11,040)	19,607
Balance	26,260	4,387	(11,040)	19,607

Council collects a Public Open Space contribution in many circumstances when land is subdivided within the municipality. The requirement for this is in the *Glen Eira Planning Scheme* at clause 53.01.

As part of applicable subdivisions, a landowner is required to make a contribution based on the site value, which Council uses to either purchase land to create new open spaces such as public parks, playgrounds and reserves, or to make improvements within our existing open space areas. Our open space planning is informed by the City of Glen Eira *Open Space Strategy*.

There are different contribution rates that apply in different parts of the municipality. These include:

- In the area known as Caulfield Village, 5 per cent of the site value of the land which is contained within the Mixed Use Precinct and the Smith Street Precinct, and 4 per cent of the site value of the land which is contained within the Residential Precinct.
- In the area known as East Village, in accordance with the East Village Comprehensive Development Plan, May 2020 and East Village Development Contributions Plan, May 2020.
- All other land, 8.3 per cent of the site value of the land effective March 2023.

Transfers from the public open space reserve during the financial year reflect the funding of eligible open space capital works projects.

(c) Summary of reserves

	Balance at beginning of reporting period \$ '000	Increment / (decrement) and transfers \$ '000	Balance at end of reporting period \$ '000
2023			
Asset revaluation reserve	1,756,508	-	1,756,508
Public open space reserve	19,607	(648)	18,959
Balance	1,776,115	(648)	1,775,467
2022			
Asset revaluation reserve	1,516,753	239,755	1,756,508
Public open space reserve	26,260	(6,653)	19,607
Balance	1,543,013	233,102	1,776,115

	Notes	2023 \$ '000	2022 \$ '000
9.2 Reconciliation of cash flows from operating activities to surplus			
Surplus for the year		15,666	14,234
Capitalised salaries	4.1(a)	(2,181)	(2,291)
Depreciation and amortisation	4.3	25,093	24,444
Amortisation — intangible assets	4.4	1,169	923
Amortisation — right of use assets	4.5	1,085	1,062
Loss on sale/disposal of property, infrastructure, plant and equipment	4.6	4,702	2,663
Borrowing costs	4.7	515	190
Finance costs	4.8	196	192
Share of net loss / (surplus) of joint operations	6.1	909	(412)
Change in assets and liabilities:			
Decrease / (increase) in trade and other receivables		401	(3,531)
(Increase) / decrease in other assets		(280)	107
Increase in payables		449	1,850
Decrease in trust funds and other deposits		(4,604)	(4,503)
(Decrease) / increase in unearned revenue		(845)	670
Decrease in provisions		(584)	(1,309)
Net cash provided by operating activities		41,691	34,289

9.3 Superannuation

Glen Eira City Council makes employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund), the HESTA Superannuation Fund (HESTA) and other employee nominated funds in accordance with employment arrangements.

The HESTA Fund and other employee nominated funds are defined contribution plans and no further liability accrues to the employer as the benefits accruing to the employees are represented by their share of the net assets of their nominated superannuation funds.

The Fund has two categories of membership, Accumulation and Defined Benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised in the Comprehensive Income Statement as an expense when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper / Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2023, this was 10.5% as required under Superannuation Guarantee (SG) legislation (2022: 10.0%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefits category is a pooled multi-employer.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Glen Eira City Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. A triennial actuarial investigation is currently underway for the Defined Benefit category which is expected to be completed by 31 December 2023. Council was notified of the 30 June 2023 VBI during August 2023 (2022: August 2022). The financial assumptions used to calculate the 30 June 2023 VBI were:

Net investment returns 5.7% pa

Salary information 3.5% pa

Price inflation (CPI) 2.8% pa.

As at 30 June 2022, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.2%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.5%

Salary information 2.5% pa to 30 June 2023, and 3.5% pa thereafter

Price inflation (CPI) 3.0% pa

Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). Vision Super has advised that the estimated VBI at June 2023 was 104.1%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2022 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

9.3 Superannuation (continued)

Employer contributions

Regular contributions

On the basis of the results of the 2022 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2023, this rate was 10.5% of members' salaries (10.0% in 2021/22). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2022 interim valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2022 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2022 and the last full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2022 (Interim) \$m	2021 (Interim) \$m
A VBI surplus	44.6	214.7
A total service liability surplus	105.8	270.3
A discounted accrued benefits surplus	111.9	285.2

9.3 Superannuation (continued)

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2022.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2022.

The discounted accrued benefits surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2022.

The 2023 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2023. It is anticipated that this actuarial investigation will be completed by 31 December 2023. The financial assumptions for the purposes of this investigation are:

	2023 (Triennial investigation) \$m	2020 (Triennial investigation) \$m
Net investment return	5.7% pa	5.6% pa
A total service liability surplus	3.5% pa	2.5% pa for the first two years and 2.75% thereafter
A discounted accrued benefits surplus	2.8% pa	2.0% pa

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2023 are detailed below:

Scheme	Type of Scheme	Rate	2023 \$m	2022 \$m
Vision Super	Defined Benefit	10.5% (2022: 10%)	0.2	0.2
Vision Super	Accumulation Fund	10.5% (2022: 10%)	4.01	4.02

There was \$501k of contributions outstanding. There were no loans were issued from or to the above schemes as at 30 June 2023.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ended 30 June 2024 is nil.

9.4 Residential aged care facilities

Segment Reporting

Council is required to disclose a segment note including residential aged care operations as defined under the *Aged Care Act 1997*. The reporting requirements include a detailed Income Statement and Balance Sheet.

The operations of the facilities have been included in the Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows and Statement of Changes in Equity of Council. Terminology in the following Income Statement and Balance Sheet has been used in accordance with the Department of Social Services' disclosure requirements.

Closure of Residential Aged Care Facilities

During the 2020-21 and 2021-22 financial years, Council resolved to consolidate two of its residential aged care services onto a single site (Warrawee). The two sites that ceased providing residential aged care services were Rosstown Community on 26 November 2021 and the Spurway Community nursing home on 1 April 2021. The closures were due to increasing risk factors associated with the sites which were primarily driven by a critical shortage of nursing staff to effectively provide quality resident care and maintain operations.

9.4 Residential aged care facilities

Income Statement for residential aged care facilities for the year ended 30 June 2023	2023 \$ '000	2022 \$ '000
Income		
Resident charges	1,518	1,683
Government grants	5,621	5,465
Investment income	378	188
Other income	-	56
Total income	7,517	7,392
Expenses		
Wages and superannuation — care	5,081	6,575
Wages and superannuation — administration	501	447
Wages and superannuation — other	2,010	2,493
Staff on-costs	1,047	1,122
Training	27	7
Agency costs	1,300	693
Materials and consumables	800	861
Contractor payments	247	317
Pandemic prevention expenses	87	120
Maintenance	1,023	1,246
Utility services	218	235
Other expenses	220	174
Management fees	901	845
Indirect overheads	816	1,128
Depreciation on property, plant and equipment	740	748
Total expenses	15,018	17,011
Deficit	(7,501)	(9,619)

9.4 Residential aged care facilities (continued)

Balance Sheet for residential aged care facilities as at 30 June 2023	2023 \$ '000	2022 \$ '000
Current assets		
Cash and financial assets	12,857	16,909
Trade and other receivables	89	98
Total current assets	12,946	17,007
Non-current assets		
Property, plant and equipment *	36,035	36,775
Total non-current assets	36,035	36,775
Total assets	48,981	53,782
Current liabilities		
Trade and other payables	78	71
Residential aged care bonds and deposits	12,857	16,909
Employee provisions	1,804	2,121
Total current liabilities	14,739	19,101
Non-current liabilities		
Employee provisions	84	120
Total non-current liabilities	84	120
Total liabilities	14,823	19,221

The information provided above in connection with the Residential Aged Care Balance Sheet is derived from selected disclosure of key asset and liability accounts included in Glen Eira City Council's core Balance Sheet.

* Property, plant and equipment includes land and buildings in relation to Council's three sites: Warrawee, Spurway and Rosstown.

9.5 Special committees and other activities

There are no material special committees or other activities to disclose at reporting date.

10 Change in Accounting Policy

There have been no changes to accounting policies in the 2022-23 year.

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



John Vastianos (B.Com., GradCertMgt., FCPA, GAICD)

Principal Accounting Officer

Dated: 5 September 2023

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield

In our opinion, the accompanying Performance Statement of the Glen Eira City Council for the year ended 30 June 2023 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



Jim Magee

Mayor

Dated: 5 September 2023

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Anne-Marie Cade

Deputy Mayor

Dated: 5 September 2023

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Rebecca McKenzie

Chief Executive Officer

Dated: 5 September 2023

Location: Glen Eira Town Hall, corner Glen Eira and Hawthorn Roads, Caulfield



Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Glen Eira City Council

Opinion	<p>I have audited the accompanying performance statement of Glen Eira City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2023 • sustainable capacity indicators for the year ended 30 June 2023 • service performance indicators for the year ended 30 June 2023 • financial performance indicators for the year ended 30 June 2023 • other information and • certification of the performance statement. <p>In my opinion, the performance statement of Glen Eira City Council in respect of the year ended 30 June 2023 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>

**Auditor's
responsibilities for the
audit of the
performance
statement**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
13 September 2023

Travis Derricott
as delegate for the Auditor-General of Victoria

Description of municipality

The City of Glen Eira is located in Melbourne's south-east suburbs, approximately 10 kilometres from Melbourne's central business district. It was created in 1994 following the merger of the former City of Caulfield and the nearby suburbs of Bentleigh, Bentleigh East, McKinnon and parts of Ormond, which were all in the former City of Moorabbin.

The City of Glen Eira spans 38.67 square kilometres* and includes the suburbs of Bentleigh; Bentleigh East; Carnegie; Caulfield; Caulfield East; Caulfield North; Caulfield South; Elsternwick; Gardenvale; Glen Huntly; McKinnon; Murrumbeena; Ormond; and part of the suburbs of Brighton East and St Kilda East.

Glen Eira is home to 151,548** people across 66,162* households, from more than 160 different cultural backgrounds. It's also the centre of Melbourne's Jewish community.

* Source: Australian Bureau of Statistics, Census of Population and Housing 2021.

** Source: Australian Bureau of Statistics, Estimated Resident Population, 30 June 2022.

Indicator / Measure	Results						Material variations		
	2020		2021		2022			2023	
Population									
Expenses per head of municipal population	\$	1,105	\$	1,128	\$	1,123	\$	1,234	The increase in expenditure during 2022-23 is a result of Council operations returning to pre-pandemic levels for the full financial year.
[Total expenses/Municipal population]									
Infrastructure per head of municipal population	\$	3,488	\$	3,465	\$	4,009	\$	4,231	The increase from 2022 reflects the full revaluation of our infrastructure assets incorporating increased pricing of raw materials.
[Value of infrastructure/Municipal population]									
Population density per length of road		314		318		311		304	
[Municipal population/Kilometres of local roads]									
Own-source revenue									
Own-source revenue per head of municipal population	\$	945	\$	874	\$	976	\$	1,101	The increase in revenue during 2022-23 is a result of Council operations returning to pre-pandemic levels for the full financial year.
[Own-source revenue/Municipal population]									
Recurrent grants									
Recurrent grants per head of municipal population	\$	144	\$	142	\$	146	\$	154	
[Recurrent grants/Municipal population]									

Indicator / Measure	Results				Material variations
	2020	2021	2022	2023	
Disadvantage					
Relative socio-economic disadvantage	10	10	10	10	
[Index of relative socio-economic disadvantage by decile]					
Workforce turnover					
Percentage of staff turnover	12%	17%	22%	20%	The high turnover during 2021-22 was due to normal natural attrition, redundancies in residential aged care facilities, and terminations in order to satisfy mandated workforce vaccination requirements. During 2022-23, Council has seen a reduction in voluntary resignations post COVID-19.
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100					

Definitions

“adjusted underlying revenue” means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

“infrastructure” means non-current property, plant and equipment excluding land

“local road” means a sealed or unsealed road for which Council is the responsible road authority under the *Road Management Act 2004*

“population” means the resident population estimated by Council

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)

“relative socio-economic disadvantage”, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

“SEIFA” means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its internet website

“unrestricted cash” means all cash and cash equivalents other than restricted cash.

Service / <i>Indicator</i> / Measure	Results				Material variations	
	2020	2021	2022	2023		
Aquatic facilities						
Utilisation						
Utilisation of aquatic facilities	8	2	4	11	Utilisation was heavily impacted during COVID lockdowns and forced closures during 2020 and 2021. While there were no lockdowns in the second half of 2021-22, there was social hesitancy to visit facilities with large crowd numbers. From July 2022 Council experienced a significant growth in utilisation of our facilities where numbers have reverted to pre-pandemic levels.	
[Number of visits to aquatic facilities / Municipal population]						
Animal management						
Health and safety						
Animal management prosecutions	100%	100%	100%	100%		
[Number of successful animal management prosecutions / Number of animal management prosecutions]						

Service / Indicator / Measure	Results				Material variations
	2020	2021	2022	2023	
Food safety					
Health and safety					
Critical and major non-compliance notifications	100%	96%	99%	100%	
[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100					
Governance					
Satisfaction					
Satisfaction with Council decisions	58	59	62	57	
[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]					

Service / Indicator / Measure	Results				Material variations
	2020	2021	2022	2023	
Libraries					
Participation					
Active library members	16%	14%	12%	12%	
[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100					
Maternal and child health					
Participation					
Participation in the MCH service	77%	71%	73%	72%	
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					

Service / Indicator / Measure	Results				Material variations
	2020	2021	2022	2023	
Maternal and child health					
Participation					
Participation in the MCH service by Aboriginal children	100%	86%	78%	86%	The increase in participation rates is due to greater sensitivity and awareness following the Aboriginal and Torres Strait Cultural Safety training for MCH nurses by the Department of Health. The MCH service understands the importance of providing a culturally safe environment, identifying and actively engaging families within the service to improve participation and health outcomes.
[Number of aboriginal children who attend the MCH service at least once (in the year) /					
Number of aboriginal children enrolled in the MCH service] x100					
Roads					
Satisfaction					
Satisfaction with sealed local roads	73	70	69	67	
[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]					

Service / <i>Indicator</i> / Measure	Results				Material variations
	2020	2021	2022	2023	

Statutory Planning

Decision making

Council planning decisions upheld at VCAT	83%	59%	67%	70%	
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[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/
Number of VCAT decisions in relation to planning applications] x100

Waste Collection

Waste diversion

Kerbside collection waste diverted from landfill	49%	49%	62%	61%	
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[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the *Aboriginal Heritage Act 2006*

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 98 of the *Act*

"class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that *Act*

"class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that *Act*

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that *Act*, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the *Food Act 1984*

"local road" means a sealed or unsealed road for which Council is the responsible road authority under the *Road Management Act 2004*

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that *Act*, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a Council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

Performance Statement
Financial performance indicators (continued)
for the year ended 30 June 2023

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Dimension / <i>Indicator</i> / Measure	Results				Forecasts				
	2020	2021	2022	2023	2024	2025	2026	2027	Material variations
Obligations									
<i>Loans and borrowings</i>									
Loans and borrowings compared to rates [Interest-bearing loans and borrowings / Rate revenue] x100	10%	6%	6%	23%	45%	41%	37%	33%	New loans for the Capital Works Program have been utilised during 2022-23. Further loan borrowings are scheduled in 2023-24, which is in line with our adopted Budget.
<i>Loans and borrowings</i>									
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest-bearing loans and borrowings / Rate revenue] x100	4%	3%	3%	4%	3%	4%	4%	4%	This is in line with the movement of borrowings as per the adopted Budget.
Indebtedness									
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	10%	9%	6%	21%	37%	33%	31%	28%	This is due to increased borrowings as per the adopted Budget.
<i>Asset renewal and upgrade</i>									
Asset renewal and upgrade compared to depreciation [Asset renewal and upgrade expenses / Asset depreciation] x100	120%	89%	112%	167%	270%	125%	98%	84%	The 2022-23 major renewal and upgrade works includes the construction of the Carnegie Memorial Swimming Pool redevelopment (\$17m). The project is expected to be completed during 2023-24.

Results					Forecasts				
Dimension / <i>Indicator</i> / Measure	2020	2021	2022	2023	2024	2025	2026	2027	Material variations
Operating position									
<i>Adjusted underlying result</i>									
Adjusted underlying surplus (or deficit)	4%	(3%)	3%	6%	(3.9%)	4%	5%	5%	The increase during 2022-23 is a result of Council operations returning to pre-pandemic levels for the full financial year.
[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100									
Stability									
<i>Rates concentration</i>									
Rates compared to adjusted underlying revenue	63%	69%	70%	65%	70%	67%	67%	68%	
[Rate revenue / Adjusted underlying revenue] x100									
<i>Rates effort</i>									
Rates compared to property values	0.17%	0.17%	0.17%	0.15%	0.16%	0.16%	0.16%	0.16%	This reflects the annual valuations of rateable properties from the Valuer-General's Office.
[Rate revenue / Capital improved value of rateable properties in the municipality] x100									

Definitions

"adjusted underlying revenue" means total income other than:

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's *Financial Plan*

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)

"population" means the resident population estimated by Council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's four year Budget. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in its Budget at the Special Council Meeting held on 27 June 2023. The 2023-24 Budget includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. Council's 2023-24 Budget is available on Council's website : www.gleneira.vic.gov.au



GLEN EIRA
CITY COUNCIL

Glen Eira City Council

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National Relay Service

If you are deaf, hearing-impaired, or speech-impaired, we ask that you call us via the National Relay Service and then ask for (03) 9524 3333.

Online: <https://internet-relay.nrscall.gov.au>

Teletypewriter (TTY): 13 36 77

Speak and Listen: 1300 555 727

Social media

Glen Eira City Council:

www.facebook.com/GlenEiraCityCouncil

@cityofgleneira:

www.instagram.com/cityofgleneira

Glen Eira arts, gallery and events:

www.facebook.com/gleneiraarts

Glen Eira Leisure:

www.facebook.com/GESACOnline

<https://www.instagram.com/gleneiraleisure>

Glen Eira Libraries and Learning Centres:

www.facebook.com/GlenEiraLibraries

<https://www.instagram.com/gleneiralibraries>

Glen Eira Youth Services:

www.facebook.com/GlenEiraYouthServices

www.instagram.com/gleneirayouthservices

Glen Eira sustainable living:

www.facebook.com/sustainablelivinggleneira

